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The Influence of Cultural and Gender Bias on the Negotiation Process

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ABSTRACT

The use of psychology to study influence has mainly escaped the attention of negotiation researchers. Seen as combining the theories of cultural negotiation with that of negotiation and social influence, this study builds on previous research by Malhotra and Bazerman, (2008) and complements that body of work by demonstrating the cognitive perceptions of *cultural* and *gender bias* and the *influence* phenomenon on the negotiation process - an indirect contact on intergroup attitudes and perceptions. Indirect contact includes the influence on the negotiation process of (a) cultural bias: learning about the groups' attitudes towards projects of targeted stereotype groups, (b) gender bias: exploring each gender's perceptions of their own ability to negotiate and testing the genders' perceptions about the opposite gender's ability to negotiate, and (c) gender power: testing the perceptions of physical attraction on the negotiation process when dealing with the opposite sex. This study proposes a pragmatic guide to business leaders and finds evidence that business leaders may safely and confidently apply less significance to the literature on *influence* in the context of *cultural and gender bias*, and may rather apply more significance to the influence of attribution bias by reducing stereotype endorsement, prejudice, and even discrimination relating to decision-making in influencing the negotiation process.

Keywords: Social influence, negotiation, cultural bias, gender bias

DECLARATION

I declare that this thesis is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other university. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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LIST OF ACRONYMS

CSR Corporate Social Responsible programs

ELM Elaboration Likelihood Model

KZN Province of KwaZulu Natal

MNC Multinational Company

OFS Province of the Orange Free State

SDB Social Desirability Bias

1. DEFINITION OF PROBLEM AND PURPOSE

1.1. INTRODUCTION

Negotiation is a process to manage relationships, and in groups it is a basic human activity that exists between employers and employees, employee groups, buyers and sellers and between business associates (Ott, 2011). At the centre of many negotiation processes, whether it is political or commercial is the conflict and cooperation between cultures (Ott, 2011). When preparing and executing negotiation strategy, even experienced negotiators are vulnerable to psychological biases, systematic and predictable departures from rationality that can derail an otherwise sound negotiation strategy (Malhotra & Bazerman, 2007). The stakes are often high, particularly in business relationships, and it is therefore necessary to plan and prepare the negotiation process more carefully (Ghauri, 2003; Fjellström, 2005; Jafri, 2011). The negotiation process is more than just accepting or rejecting what the other party is offering - the purpose is to influence the process to obtain a better deal (Ghauri, 2003; Malhotra & Bazerman, 2008; Cialdini, 2009; Malhotra, 2010a). Faure and Shakun (1999) emphasise that visible efforts have been made to bridge the gap between theory and practice and stated that culture has a direct impact on negotiations through the cognition, beliefs, and behaviours of the actors involved (Ott, 2011).

Negotiators often see negotiation as synonymous with influence and although social scientists know a great deal about how to influence the decisions of others, contemporary negotiation scholars and teachers have largely ignored

the literature on *influence* (Malhotra & Bazerman, 2008; Cialdini, 2009; Malhotra, 2010b).

1.2. BACKGROUND AND CONTEXT

The Marikana Commission of Inquiry (Commission) was appointed by the President of the Republic of South Africa, Mr Jacob Zuma, in terms of section 84(2)(f) of the Constitution of the Republic of South Africa of 1996, on 23 August 2012, to investigate matters of public, national and international concern arising out of the tragic incidents at the Lonmin Mine in Marikana, in the North West Province which took place on Saturday 11th August to Thursday 16th August, 2012 which led to the deaths of approximately 44 people, more than 70 persons being injured, approximately 250 people being arrested (The Marikana Commission of Inquiry, 2013). Commenting on the fundamental changes that will be required to rebuild trust with employees and unions, and the failure in the negotiating process, the chairman of Lonmin said that “The mining industry in South Africa is at a crossroads” (Phillimore in Mail & Guardian, 2013). The Commission will also investigate the role of a rival labour union to determine their influence on the negotiation process, if any (The Mail & Guardian, 2012).

This research can be seen as combining the theories of cultural negotiation with that of negotiation and social influence. This research, therefore, proposes a pragmatic guide to business leaders. The translation of cultural characteristics into negotiation rules is viewed as an important requirement for this guide.

1.3. THE RESEARCH PROBLEM

The continued and seemingly unabated occurrences of labour unrest are evidence of the failure of business leaders to find amicable solutions in the negotiation process. This failure is caused, in part, by the complexity of the business environment in which business leaders find themselves operating in. This complexity is exacerbated by cultural diversity which influences many of the negotiation options available to them. The ability to safely navigate these ambiguous waters is compromised by a failure on the part of business leaders to understand the factors that influence negotiation processes in a culturally diverse environment. Awareness of how the various cultural factors affect the negotiation process would enable business leaders to forearm themselves against their own inherent fallibilities, attribution bias and irrationality relating to decision-making in the negotiation process.

1.4. PURPOSE OF THE RESEARCH

This study investigates the factors that influence the negotiating process between parties engaged in negotiation in the context of demographic activity influences. Malhotra and Bazerman (2008) propose that an overview of the two research literatures, *negotiation* and *social influence*, might help bring clarity regarding the nature of this disjunction (Malhotra & Bazerman, 2008). This research investigates the influence of multicultural exposure and how this may

lead to a reduction in stereotype endorsement in the context of the research objectives (Dovidio, Eller, & Hewstone, 2011; Tadmor, Ying-yi, Chao, Wiruchnipawan, & Wei, 2012).

The dimension of this thesis will test the study on the influence on the negotiation process by drawing on prior research and experience of Malhotra and Bazerman (2008), which considered the forces that allow one individual to cause attitudinal and behavioural change in another individual. In the context of this research, the study will specifically include the influence factor of different demographic groups. In a South African context, it is also difficult to negotiate with other demographic groups even if the parties belong to the same company because culture has a major influence and consequently the second research objective is to also understand the degree to which the factors that influence the business negotiation differ between cultural-demographic groups. Future negotiation processes, whether political or business, will need to draw much more upon the knowledge of cultural cognitive bargaining patterns to anticipate cooperation and conflict (Ott, 2011).

2. THEORY AND LITERATURE REVIEW

2.1. BACKGROUND AND ACADEMIC CONTEXT

The roots in earlier economic frameworks has resulted in the creation of a literature in which the preferences of negotiators was assumed to be fixed—making psychological influence an irrelevant topic of study (Malhotra & Bazerman, 2008). Considered a crucial part of the managerial process, which is highly relevant to the implementation of business strategies, is the process to manage relationships which becomes more complex when more than one culture is involved (Lewicki, Litterer, Minton, & Saunders, 1994; Ghauri, 2003; Kopelman & Rosette, 2008; Dovidio et al., 2011; Tadmor, et al., 2012).

- Fang, Worm and Tung (2008) offered the following definition of culture:

“Culture [is] an evolving set of shared beliefs, values, attitudes and logical processes that provide cognitive maps for people to perceive, think, reason, act, react and interact. This dynamic perspective of culture highlights the dual properties of stability and change associated with a society’s culture” (Ott, 2011, p. 428).
- Hofstede (1984, p. 389) offers his definition of culture as "the collective programming of the mind which distinguishes the members of one category of people from those of another".

Prior research by Guo, Lim, and Wang, (2008) indicates that negotiation styles differ from culture to culture. Culture may influence how negotiators conceive the very nature and function of negotiation, and as individuals are formed into a group, their cultural traits are naturally aggregated; this invokes the construct of cultural diversity (Guo et al., 2008).

- Cox (1994) defines cultural diversity as the representation, in a social system, of people with distinctly different group affiliations of cultural significance.

Business deals are pursued between business people from different countries having different cultural backgrounds. National culture programming leads to patterns of thinking, feeling and acting (Pirson & Malhotra, 2011). Successful negotiations require an understanding of each party's culture and may also require adaption of the negotiation strategy so that it is consistent with the other party's culture (Kopelman & Rosette, 2008; Ott, 2011; Pirson & Malhotra, 2011). Managers need to determine who the relevant stakeholder groups are and when trust is compromised, negotiators need to act quickly to remedy the situation with the stakeholder group that's been affected (Pirson & Malhotra, 2011).

The study of influence research on social influence is a field of social science inquiry that is believed to have been born and matured by Deutsch and Gerard (1958), and Kelman (1958). Research on social influence considered the forces

that allow one individual to cause attitudinal and behavioural change in another individual (Malhotra & Bazerman, 2008; Deutsch & Gerard, 1958; Kelman, 1958). Malhotra and Bazerman (2008) have continued to build on the research of Deutsch and Gerard (1958) when they expand on the two basic types of influence: One seeks to change what the target believes, *informational influence*, and the other seeks to leverage the target's desire for a particular type of relationship with the influencer, which they call *normative influence* (Deutsch & Gerard, 1958; Kelman, 1958; Malhotra & Bazerman, 2008). Malhotra and Bazerman (2008) also recognise the research efforts of Cialdini (1993) who provided excellent hints to the use of psychology to study influence. The research on influence in negotiation also extends to defending oneself against the influence attempts from the other side of the table. (Malhotra & Bazerman, 2008).

Negotiation is important, especially in the business to business market where companies build longer term relationships. Establishing, maintaining and fostering relationships are of prime importance for the market transaction to take place (Ghauri, 2003; Fjellström, 2005; Ott, 2011). In business to business relationships, companies are increasingly doing business with multinational (MNC) firms, moreover as growth economies attract MNC's from all over the world, firms are facing greater problems in negotiation with the local offices often manned with local managers (Fjellström, 2005; Ott, 2011). Malhotra and Bazerman (2008) posit that their article has "conceptualised and organised a new domain of academic inquiry, that of *psychological influence in negotiation*

and that until now, the use of psychology to study influence has escaped the attention of negotiation researchers” (Malhotra & Bazerman, 2008, p. 526).

2.2. PSYCHOLOGICAL INFLUENCE

Extant research on *social influence* has largely focused on economic and structural elements but if influence research is to maximise its relevance to negotiation research, the domain of psychological influence must be defined (Malhotra & Bazerman, 2008).

- Firstly, by identifying those elements of influence that do not require the influencer to change the economic or structural aspects of the bargaining situation to persuade the target.
- Second, prior research must be reviewed on behavioural decision making in negotiation to identify those ideas that may be relevant to influence in negotiation.
- Third, a framework must be considered for thinking about how to leverage behavioural decision research to wield influence in negotiation.
- Fourth, considering the other side of influence - how targets of influence might defend against the tactics of influence. This phenomenon will not form part of this research and is recommended for future research.
- Fifth, because psychological influence is aimed at achieving one’s own objectives through the manipulation of another’s judgment, ethical issues

surrounding its application in negotiation must be considered. This phenomenon will also not form part of this research and is also recommended for future research.

Most of the identified influence tactics operate on the basis of one of two underlying mechanisms: (Malhotra & Bazerman, 2008).

- Altering the target's incentives and/or
- Altering the target's information set

In contrast, defining what is meant by *psychological influence* can be explained as the “effort to positively influence another party's attitude toward a given idea or proposition without changing the incentives or objective information set of the other party” (Malhotra & Bazerman, 2008, p. 512). Psychological influence also typically entails leveraging an understanding of the psychological biases and heuristics to frame ideas in such a way that will increase their appeal to the target (Malhotra & Bazerman, 2008; Cialdini, 2009; Bazerman & Moore, 2013).

Cialdini has motivated an approach of leveraging behavioural decision research in an effort to study influence (Cialdini, 1993, 2001, 2009). Cialdini's research serves as one of the foundations for conceptualising psychological influence and its relevance to negotiation (Malhotra & Bazerman, 2008).

2.3. EMOTIONAL INFLUENCES ON DECISION-MAKING

Researchers have made important progress toward understanding how specific emotions influence our judgements (Bazerman & Moore, 2013). Evidence suggested that a good mood increases reliance on heuristics and results in more biased judgements (Bodenhausen, Kramer & Süsser, 1994). Researchers speculated that bad moods may trigger more deliberate thought processes that could reduce biases in judgement (Forgas, 1995). However, too much contradictory evidence has emerged for this general claim to be true; For instance, sad people are more affected by anchors than those in more neutral state, and sad people make worse decisions as a result (Bodenhausen, Gabriel, & Lineberger, 2000).

To examine these complications, specific emotions were studied. Researchers have identified a small set of basic emotions, including happiness, sadness, fear, disgust, and anger, whose expressions are the same across cultures (Bazerman & Moore, 2013). Emotions can affect financial decisions, and by manipulating emotion in a separate task that occurred prior to the buying and selling decisions, emotional influences bleed over from one context to another unrelated context, which demonstrates the need for a clear and precise understanding of how emotion affects decision-making (Bazerman & Moore, 2013).

Emotions are viewed as uncontrollable, and even if emotion cannot be stopped, the negative effects of emotions on the quality of decisions may be limited

(Bazerman & Moore, 2013). Typical unawareness of the influence of emotions on decisions may cause false belief that anger will not influence judgement, or incorrectly deduce that righteous fury is a consequence of well-considered judgement (Bazerman & Moore, 2013). Bazerman and Moore (2013) conclude that people are affected by their emotional state and infer that a better appreciation of the influence of emotion on decision-making will assist in the awareness of the ways in which emotion can bias judgement.

2.4. CROSS-CULTURE AND THE NEGOTIATION PROCESS

Dealmakers have long bowed to local traditions and etiquette. (Sebenius, 2002). Sebenius (2002) also suggests that dealmakers need to understand the deeper and potent ways that national culture shapes the governance and decision-making processes. In his research Sebenius (2002) infers that in some cases, it is a matter of ignorance or blatant disrespect that can influence business negotiations in insignificant and unexpected ways. Sebenius (2002) also observed that there was another, equally treacherous, aspect to cross-culture negotiation that has been largely overlooked in the literature: the ways that people from different cultures come to agreement or the *processes* involved in negotiations that can differ widely from culture to culture, not just in terms of legal technicalities but also in terms of behaviours and core beliefs.

Sebenius (2002) also refers to the importance of understanding each player's role in the decision-making process and that along with shareholders, supervisory boards or labour unions can play a significant role in any major decision. Cultural assumptions make it very difficult to recognise or acknowledge who has formal decision-making rights, so understanding both formal decision rights and cultural assumptions in less familiar settings can be vital (Sebenius, 2002). Sebenius (2002) also makes suggestions on protocol and deportment:

- **Greetings** - how do people greet and address one another? What role do business cards play?
- **Degree of formality** - will my counterparts expect me to dress and interact formally or informally?
- **Gift giving** - the businesspeople exchange gifts? What gifts are appropriate? Are there taboos associated with gift giving?
- **Touching** - what other attitudes towards body contact?
- **Eye contact** - is direct eye contact polite? Is it expected?
- **Deportment** - how should I carry myself? Formally? Casually?
- **Emotions** - is it rude, embarrassing, or usual to display emotions?
- **Silence** - is silence awkward? Expected? Insulting? Respectful?
- **Eating** - what other proper manners for dining? Certain foods taboo?
- **Body language** - are certain gestures or forms of body language rude?
- **Punctuality** - should I be punctual and expect my counterparts to be as well? Or our schedules and agendas fluid?

Hall (1960) contributes to these suggestions by adding the following:

- **Relationships** - is the culture deal-focused or relationship-focused? In deal-focused cultures, relationships grow out of deals; in relationship-focused cultures, deals arise from already developed relationships.
- **Communication** - are communications *indirect* and a *high context* or direct and *low context*? Do contextual, non-verbal cues play a significant role in negotiations, or is there a little reliance on contextual cues? Do communications require detailed or concise information? Many cultures prize concise, to the point communications. Other cultures, by contrast, seem to have an insatiable appetite for detailed data.
- **Time** - is the culture generally considered to be *mono-chronic* or *polo-chronic*? In Anglo-Saxon cultures, punctuality and schedules are often strictly considered. This mono-chronic orientation contrasts with a polo-chronic attitude, as observed in many African cultures, in which time is more fluid, deadlines are more flexible, interruptions are common, and interpersonal relationships take precedence over schedules.
- **Space** - do people prefer a lot of personal space or not much? In many formal cultures, moving too close to a person can produce extreme discomfort. By contrast, a negotiator who instinctively backs away from his close counterpart may inadvertently convey disdain.

Hofstede's Cultural Dimensions (Hofstede, G, Hofstede, G. J., & Minkov, 2010), adds to the characteristics raised by Hall (1960) and Sebenius (2002) by identifying four important dimensions in national cultures:

- **Distribution of power** - are significant power disparities accepted? Are organisations run mostly from the top down, or is power more widely and more horizontally distributed? Low power distant societies are coupled with organic characteristics, such as lack of hierarchical authority and less centralisation which tend to promote employee interaction, lateral communication, and less emphasis on the rules.
- **Uncertainty avoidance** - how comfortable are people with uncertainty or unstructured situations, processes, or agreements? In low uncertainty avoidance societies, managers are allowed to exercise more latitude and discretion in the decision-making rather than relying on rigid internal rules and regulations.
- **Individualism versus collectivism** - does the culture emphasise the individual or the group? In a collectivistic culture, people tend to belong to groups or collectives and look after each other in exchange for loyalty.
- **Masculinity versus femininity** - does the culture emphasise interpersonal harmony or assertiveness? This dimension deals with the distribution of emotional roles between the genders. Overall, organisations with a feminine culture are not as competitive as those with a masculine culture, since the former places higher priority on concern for others and little distinction is made between men and woman in the same position.

Many cultures have webs of influence that are more powerful than the actual parties making the deal, thus negotiators who seek to influence the negotiation process should adapt their approach to develop a strategy that targets the

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interests of the players who are likely to influence the formal and informal decision-making process (Sebenius, 2002). Thus, if top-down authority is at one end of the decision making spectrum, then *consensus* is at the other which often requires agreement among the members of the other side's negotiating team, which may include agreement from the broader enterprise and may even include external stakeholders (Sebenius, 2002). Consensus cultures often require near-inexhaustible demands for information to reach consensus, thus negotiators should focus on relationships rather than deals which may take time in forging a deeper relationship before the deal will be considered (Sebenius, 2002).

2.5. A BEHAVIOURAL DECISION APPROACH TO PSYCHOLOGICAL INFLUENCE IN NEGOTIATION

Behavioural decision literature has identified a large number of systematic errors that affect decisions, as each bias provides insights that can be used to think about how to influence the decisions of others (Bazerman & Moore, 2008). By providing a varied set of applications, this research will highlight what is seen as some the best existing examples for leveraging research on psychological influence to further negotiation research. While each bias provides insights that can be used to think about how to influence the decisions of others, and while recognition is given to the connection that has already been made in the existing literature, (Bazerman & Moore, 2008), the goal is to demonstrate the

breadth of potential links between *behavioural decision research, influence in negotiations* and to connect the dynamics of the *cultural effect* on the negotiation process. The subsections that will follow below do not represent an exhaustive list; rather, they are illustrative of the potential.

For each example, the research will start with evidence for the psychological principle at hand and then discuss potential applications of the principle in the domain of negotiation. Consistent with the definition of psychological influence, the influence tactics used are not designed to create incentives for compliance nor change what the target knows. Rather, they aim to increase the likelihood that the other party finds the idea or proposal more appealing based entirely on how the objectively identical idea or proposal is framed.

2.5.1. INFLUENCE BASED ON DIMINISHING MARGINAL LOSSES AND GAINS

In their seminal work on prospect theory, Kahneman and Tversky (1979) demonstrated that individuals evaluate the prospect of winning or losing relative to salient reference points, such as the status quo. They argued that people have diminishing marginal utility associated with gains and diminishing marginal disutility associated with losses. An *additional gain* is not as pleasurable as the *initial gain* and an *additional loss* is not as painful as the *initial loss*. The relevance of this phenomenon to psychological influence is made clear when considering how people typically respond to the following two exercises,

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adapted from the work of Thaler (1985), and presented to hundreds of corporate executives (Malhotra & Bazerman, 2008):

Exercise 1: Which of these two situations would likely make you happier?

Scenario A: You are walking down the street and find a \$20 bill.

Scenario B: You are walking down the street and find a \$10 bill. The next day, as you are walking on a different street, you find another \$10 bill.

Exercise 2: Which of these two situations would likely make you unhappier?

Scenario X: You open your wallet and discover you have lost a \$20 bill.

Scenario Y: You open your wallet and discover you have lost a \$10 bill. The following day you lose another \$10 bill.

In Exercise 1, both scenarios have identical payoffs (each one results in a \$20 bill gain). However, the majority of people state that they would be happier in Scenario B. In Exercise 2, both scenarios result in a loss of \$20 bill. This time, however, most people claim that they would be unhappier in Scenario Y (Thaler, 1985). As these results have demonstrated, people seem to prefer receiving money in instalments but losing money in one lump sum. The potential relevance of this effect to psychological influence in negotiation is: Negotiators can disaggregate the other side's gains to maximise total pleasure and aggregate the other side's losses to minimise total pain (Thaler, 1985, 1999). For example, if a negotiator has the ability to make concessions equal to \$200, it would be unwise to make one \$200 concession; the other party will be made happier and thus be more willing to accept the deal if the total sum is parcelled into a series of smaller concessions. Similarly, if the negotiator has

good news to deliver, it may be best to deliver the first piece of good news at one point in time and to deliver the second piece of news at a later time. The opposite is true when the negotiator has to ask for concessions, impose penalties, or share bad news: It is best to deliver one big blow than to deliver multiple smaller ones. Consistent with the definition of psychological influence, the tactic of disaggregating gains and aggregating losses does not change the incentives or the information provided to the other side (Malhotra & Bazerman, 2008). To illustrate this example, Malhotra and Bazerman (2008) predict the following (adapted for context):

2.5.1.1. EXAMPLE 1:

Cultural difference is likely to affect an offer that includes two small gains offered by the other party than an offer that includes one gain that is equal in magnitude to the two small gains (Malhotra & Bazerman, 2008).

2.5.1.2. EXAMPLE 2:

Cultural difference is likely to affect the acceptance of an offer that entails a loss demanded by the other party (e.g. a cost or penalty) than an offer that requires two smaller losses that add up to the same amount (Malhotra & Bazerman, 2008).

2.5.2. INFLUENCE BASED ON LOSSES LOOMING LARGER THAN GAINS

Kahneman and Tversky's (1979) work also noted that losses would loom larger than gains, and that people are more motivated to avoid losses than they are to accrue gains. Decision makers weigh information about potential losses more heavily than they do information about potential gains, even when the gains and losses are of equal magnitude. Accordingly, the principle of loss aversion suggests that when one frames the exact same set of information as a loss, it will be more influential than when you frame it as a gain (Tversky & Kahneman, 1991; Malhotra & Bazerman, 2008). In a study conducted at a medical clinic in the United States, women were shown videos aimed at promoting HIV testing (Kalichman & Coley, 1995). In the control condition, information in the video was framed in terms of the benefits associated with getting tested. Only 23% of the women shown this version of the video chose to be tested within two weeks. In the experimental condition, the information was framed in terms of the costs and risks associated with not getting tested. Among those who saw this version, 63% chose to be tested. In similar research, loss frames have been more effective than gain frames in persuading people to obtain skin cancer detection exams (Rothman, Salovey, Pronin, Zullo, & Lefell, 1996), and in encouraging women to conduct breast self-examinations (Meyerowitz & Chaiken, 1987). Also consistent with these findings, but more relevant to the domain of negotiation, Cialdini (2009) refers to a study in which a representative from the local power company went door to door, offering free energy audits to homeowners. After the audit, the representative would offer products and services that could help

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insulate the home and lower energy costs. The representative told half of the homeowners the following: “If you insulate your home, you will save X cents per day” (The value of X was determined by the audit). The other half of homeowners were given a slightly different pitch: “If you fail to insulate your home, you will lose X cents per day.” Although the information content of these two statements is identical and no incentives are being manipulated, those who were told how much they stood to lose by not complying with the recommendation were significantly more likely to purchase the insulation. More generally, in negotiation, the principle of loss aversion can be a powerful tool of persuasion (Malhotra & Bazerman, 2008). To illustrate this example, Malhotra and Bazerman (2008) predict the following (adapted for context):

2.5.2.1. EXAMPLE 3:

Cultural difference influences the support for a proposal if stated in terms of what the other side stands to lose if the proposal is rejected than if stated in terms of what the other side stands to gain by accepting (Malhotra & Bazerman, 2008).

2.5.3. INFLUENCE BASED ON THE ESCALATION OF COMMITMENT

People tend to escalate their commitment to a previous course of action. In Staw (1976), one group of participants made a decision to allocate research and development funds to one of two operating divisions of a company. These

participants were then told that, after a 3-year period, the investment had either proven successful or unsuccessful and that they now faced a second allocation decision concerning the same division. A different group of study participants was told that someone else in the firm had made the initial decision (which had proven either successful or unsuccessful) and that they were to make a second allocation of funds concerning that division. When the outcome of the previous decision was negative (an unsuccessful investment), people who were responsible for the initial decision allocated significantly more funds to the original division in the second allocation than did participants who were not responsible for the initial decision. But for successful initial decisions, the amount of money allocated in the second decision did not significantly differ across participants. Staw (1976), and Staw and Ross (1978), argued that the mechanism underlying escalation after negative feedback was self-justification. Self-justification refers to the strong desire individuals have to justify, even in the absence of an external audience, their past behaviours and choices to maintain positive, consistent self-perceptions (Bem, 1967; Burger & Guadagno, 2003; Malhotra & Bazerman, 2008).

In wielding psychological influence, a negotiator may more easily obtain approval for a large sale after the buyer has agreed to a smaller initial purchase (Green, 1965; Malhotra & Bazerman, 2008). To illustrate this example, Malhotra and Bazerman (2008) predict the following (adapted for context):

2.5.3.1. EXAMPLE 4:

Cultural difference influences the amount of time and other resources negotiators will invest in the negotiation, which affects the willingness of negotiators to accept the agreement offered (Malhotra & Bazerman, 2008).

2.5.4. INFLUENCE BASED ON THE RECIPROCITY HEURISTIC

The norm of reciprocity appears ubiquitous across societies (Gouldner, 1960). Considerable research suggests that people often reciprocate the acts of others even when it goes against their self-interest (Gouldner, 1960; Ortmann, Fitzgerald, & Boeing, 2000; Pillutla, Malhotra, & Murnighan, 2003) and even in instances where the obligation-inducing initial act was uninvited (Cialdini, 2009). Although this suggests a means by which to influence others, given the focus on psychological influence, it is not sufficient to identify compliance achieved on the basis of an initial act of exchange, however uninvited (Malhotra & Bazerman, 2008). If the influencer has incurred a cost or provided a benefit to the target (Malhotra, 2010b), the realm of economic influence is entered. Reciprocating the generosity of others is not an error in behaviour (Malhotra & Bazerman, 2008). Malhotra and Bazerman (2008) argue that people follow this behaviour heuristically rather than on a rational basis. This creates the opportunity to influence behaviour by simple means that trigger the reciprocity heuristic. Consistent with this, there is evidence to suggest that the reciprocity

heuristic can be activated, and compliance achieved, even when the influencer has not actually incurred a cost or provided a benefit (Malhotra & Bazerman, 2008; Cialdini, 2009).

To establish what would increase compliance with a moderately cumbersome request, research assistants approached strangers and introduced themselves as representatives of the County Youth Counselling Program (Cialdini et al., 1975). In one condition (the control), they would ask the stranger to volunteer as a chaperone for a group of juvenile delinquents on a two-hour trip to the local zoo. Only 16.7% of the respondents agreed to the request. In the experimental condition, the research assistant first imposed on the stranger an extremely cumbersome request: to sign up as a counsellor for juvenile delinquents for a period of two years. Every single respondent refused this extreme request. At the point of rejection, the research assistant then made the moderately cumbersome request (chaperone the juvenile delinquents on a two-hour trip to the zoo). This time, 50% of respondents agreed to this request (Cialdini et al., 1975). Cialdini (2009) continues to argue that the norm of reciprocity is at work here. When the research assistant starts with a more extreme request (which is sure to be rejected) and then moderates his or her stance, it triggers in the respondent the obligation to “meet halfway” and make a concession in return. It is noteworthy that the research assistants in this study did not actually make any real concessions; because the target was under no obligation to comply with any request, the researcher’s decision to start the conversation with an arbitrarily extreme request should rationally be disregarded. This psychological influence tactic, which Cialdini et al. (1975) refers to as the “door-in-the-face”

technique, is relevant to negotiations (Malhotra & Bazerman, 2008). Negotiators will often censor themselves before making an offer. Malhotra and Bazerman's research suggests that an extreme offer, when rejected, makes it more likely that a moderated demand will be evaluated more positively. Without changing the information content of the proposal or the incentives associated with agreeing, the door-in-the-face tactic can facilitate compliance with the desired, relatively moderate, demand (Malhotra & Bazerman, 2008). To illustrate this example, Malhotra and Bazerman (2008) predict the following (adapted for context):

2.5.4.1. EXAMPLE 5:

Cultural difference will influence the relationship between opening offer magnitude and negotiation willingness as negotiators will be more likely to have an offer accepted when they have previously made an offer that was more extreme which was not accepted but which did not end the discussion (Malhotra & Bazerman, 2008).

2.5.5. INFLUENCE BASED ON THE ABILITY AND MOTIVATION TO PROCESS INFORMATION

Whereas behavioural research has focused primarily on the effect of biases on decision making, even more mundane psychological mechanisms involved in

message processing and attitude change can be leveraged for psychological influence in negotiation (Malhotra & Bazerman, 2008).

The Elaboration Likelihood Model (ELM), (Petty & Cacioppo, 1986; Petty, Heesacker, & Hughes, 1997; Petty & Wegner, 1999) posits that those who have both the ability and motivation to process information carefully will make judgments based on a systematic assessment of central cues, in terms of quality or strength of argument. If either ability or motivation is low in terms of *due to time pressure* or a *low level of issue importance*, judgment will be based on peripheral cues, the credibility of the source or the number of arguments presented. Considerable research suggests that it is possible for would-be influencers to affect which of these types of information processing will dominate when the target of influence considers their argument and, as a consequence, the likelihood of successful persuasion (Malhotra & Bazerman, 2008). The issues of high or low importance to the other party is not researched here, but rather the element of the ELM that is considered for research is the effect and influence of *the way* in which a message that is communicated can affect the degree to which central versus peripheral information processing will dominate (Malhotra & Bazerman, 2008). Complex, as opposed to simple, messages are expected to reduce ability and motivation to engage in systematic information processing and thus induce greater processing of peripheral rather than central cues (Malhotra & Bazerman, 2008). In a test of this proposition, Yalch and Elmore-Yalch (1984) created two different versions of a persuasive message: one quantitative and the other qualitative. They also varied the expertise of the source who was conveying the message. As

predicted, targets of influence were more likely to focus on (and be persuaded by) the degree of expertise of the source when they were provided a quantitative message. When the qualitative message was provided, there was a higher degree of message processing and no effect of source expertise. Similar effects result from manipulating the speed at which a message is conveyed, talking slowly rather than quickly lead to enhanced systematic processing (Smith & Shaffer, 1991). Switching the communication medium used to convey the message, written arguments as opposed to televised arguments, lead to enhanced systematic processing (Andreoli & Worchel, 1978), and by introducing a distraction, targets are less able to engage in systematic processing (Petty, Wells, & Brock, 1976; Malhotra & Bazerman, 2008).

These findings have important implications for psychological influence in negotiation: Those who have strong arguments at their disposal should prefer to have the target engage in systematic processing, whereas those who have weak substantive arguments might hope to induce heuristics-based, peripheral cue processing (Malhotra & Bazerman, 2008). To illustrate this example, Malhotra and Bazerman (2008) predict the following (adapted for context):

2.5.5.1. EXAMPLE 6:

Demand acceptance is influenced by cultural difference when a negotiator who has strong justifications and arguments will be more likely to have his or her demands accepted if he or she (a) speaks slowly, (b) avoids being overly

technical, (c) provides a written explanation of the core demands and justifications, and (d) avoids negotiating at a time when the other party is distracted (Malhotra & Bazerman, 2008).

2.5.5.2. EXAMPLE 7:

Demand acceptance is influenced by cultural difference when a negotiator who has weak justifications and arguments will be more likely to have his or her demands accepted if he or she (a) speaks quickly, (b) uses technical language, (c) evades requests to put the offer in writing, and (d) negotiates when the other party is busy or otherwise distracted (Malhotra & Bazerman, 2008).

2.5.6. INFLUENCE BASED ON INTERNAL CONFLICT

Bazerman, Tenbrunsel, and Wade-Benzoni (1998) demonstrate that when people have internal conflicts between what they *want to do* versus what they *think they should do*, they tend to follow their *want* desires when evaluating one option at a time. When considering two or more options simultaneously, they lean toward what they *should* do. Accordingly, a would-be influencer might position his or her offerings vis-à-vis those of the competitors with an eye toward how the target evaluates what is being offered in terms something they *want* to have or something they *should* have. The purpose of this example is simply to highlight the connection between behavioural decision research and psychological influence in negotiation (Malhotra & Bazerman, 2008). To

illustrate this example, Malhotra and Bazerman (2008) predict the following (adapted for context):

2.5.6.1. EXAMPLE 8:

When faced with internal conflict, cultural difference will influence between what a party *wants to do* versus what the party thinks *they should do*, by tending to follow (a) the party's *want* desires when evaluating one option at a time and (b) when considering two or more options simultaneously, tends to lean toward what *the party should do*" (Malhotra & Bazerman, 2008).

2.6. GENDER DIFFERENCES

Two large reviews of the literature on gender differences in negotiation have found that women behave more cooperatively in negotiation than men (Walter, Stuhlmacher, & Meyer, 1998), and men tend to negotiate better outcomes than women (Stuhlmacher & Walters, 1999). Tannen (1995) concludes that there are significant differences in linguistic style that may impede women's success in negotiation. For example, men tend to be more direct in their communication style than are women. Tannen (1995) concludes that women are more likely to downplay their certainty, and men are most likely to minimise their doubts, which may also impact the outcome of the negotiation process. To illustrate this example, Kray, Thompson and Galinsky (2001) conclude the following:

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2.6.1.1. EXAMPLE 9:

When stereotype threat is activated, women do worse in negotiations, and men do better because of the positive stereotypes in play. This may suggest that both the style and the outcome of negotiations are influenced by “gendered” expectations and beliefs (Ready & Tessema, 2009).

2.6.2. EVERYDAY NEGOTIATION

People do not always recognise that negotiation happens every day in the workplace (Strauss, 1978; Kolb & McGinn, 2009; Ely, Ibarra, & Kolb, 2011). People negotiate over many issues in the on-going routine of work, including asking for expanded roles and job opportunities, seeking support to move ahead, securing the resources to get work done, setting reasonable goals and objectives, and claiming credit for their work (Kolb & Williams, 2000; Ely et al., 2011). Ely et al. (2011) argue that their perspective on negotiation differs from the popular view that “women don’t ask” (Babcock & Laschever, 2003), which overlooks the everyday kind of negotiation in which women routinely engage. Women ask and they negotiate over issues that matter to them, such as negotiating for time and flexibility (Bohnet & Greig, 2007), and they also negotiate when they connect what is good for them, to what is good for their group or their organisation (Kolb & Kickul, 2006). They also negotiate on behalf

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of others—negotiations in which they outperform men (Bowles & McGinn, 2008). More often, women will negotiate to overcome disadvantage and unfair treatment (Ely et al., 2011).

Ely et al. (2011) approach their leadership education for women differently and they advance the field beyond programs that teach women the rules of the game as established by men. Their programs are premised on the idea that women have not been properly socialised for leadership roles and further argue for leadership development to take a radically different perspective on what women need to learn to be effective leaders (Ely et al., 2011). To illustrate this example, Ely et al. (2011) conclude the following:

2.6.2.1. EXAMPLE 10:

When women consider the dynamics of gender in their organisations and connect to purposes that are larger than themselves, they are far better prepared to take up the leadership role (Ely et al., 2011).

2.6.3. GENDER AND NEGOTIATION

Eckel, de Oliveira, and Grossman, (2008) surveyed research by experimental economists that examined gender differences in negotiation in the context of two simple, two-player games. The results showed that, on balance, women

tended to be more egalitarian than men, to expect and ask for less in the negotiation (Eckel et al., 2008). They report that women also seem to be more responsive to the context of a negotiation and are less likely to fail to reach an agreement than men, and conclude that stereotyping is alive and well in negotiations and that this can help or hinder negotiation outcomes, depending on the context (Eckel et al., 2008).

Ball, Eckel, and Heracleous (2010) reported on experiments done where individuals were asked to make risky decisions for themselves, and to predict the risky decisions of others and hence confirmed prior research that showed that people predicted women to be more risk averse than men. In addition, physically stronger and taller people and those perceived as attractive were predicted to be more risk tolerant, while women were perceived to be more risk averse (Ball et al., 2010). Their study showed that, when it came to forecasting others' risk preferences, individuals ignored the familiar maxim, "you can't judge a book by its cover" (Ball et al., 2010). In a set of laboratory experiments the judgments reflected stereotypes about gender, strength, and other observable attributes, and tended to systematically overstate any underlying relationships between the attributes and true preferences (Ball et al., 2010). The strength and persistence of the effect of beauty on perceptions, and the self-fulfilling nature of the effects of these perceptions, indicate that stereotyping can have far-reaching implications (Ball et al., 2010). To illustrate this example, Ball et al. (2010) concludes the following:

2.6.3.1. EXAMPLE 11:

Differential perceptions of women and men based on stereotypes may also have large effects, and be self-fulfilling; if women and men are offered different options based on perceptions of their preferences, then their choices will be consistent with the stereotype (Ball et al., 2010).

2.6.4. GENDER DIFFERENCES IN THE PROPENSITY TO INITIATE A NEGOTIATION

In an experiment in which they had to decide whether to initiate a negotiation for higher compensation, Eriksson and Sandberg (2012) found, in line with previous research that men were more likely than women to initiate a negotiation; 42% of the male and 28% of the female participants initiated a negotiation. The gender difference was only large and statistically significant when the negotiation counterpart was a woman (Eriksson & Sandberg, 2012). With a female negotiation counterpart, women were less likely than men to initiate a negotiation by 24%, while with a male negotiation counterpart, the gender difference was only 5% and not statistically significant (Eriksson & Sandberg, 2012). This result suggests that the gender of the negotiation counterpart should be taken into consideration when analysing gender differences in initiation of negotiation (Eriksson & Sandberg, 2012).

2.7. CONCLUSION TO THE LITERATURE REVIEW:

The theory contained in the literature as discussed in this chapter indicates that whereas behavioural research has focused primarily on the effect of biases on decision making, even more mundane psychological mechanisms such as cultural bias involved in message processing and attitude change can be leveraged for psychological influence in negotiation. Situational factors, personal bias, cultural bias, and heuristics play an influential role in the formation of attitudes towards the negotiation process.

Differential perceptions of women and men based on stereotypes may also have large effects, and be self-fulfilling. On balance, women tend to be more egalitarian than men, to expect and ask for less in the negotiation. Women also seem to be more responsive to the context of a negotiation and are less likely to fail to reach an agreement than men and this infers that stereotyping is alive and well in negotiations and that this can help or hinder negotiation in predicting outcomes, depending on the context.

The literature theory infers that there is a need to have a practical mind-set when approaching a complex negotiation task in managing the complex web of cultural relationships in business. It also compares the influence of cognitive bias consequences with gender bias consequences to determine the relative impact each may have on the effect of influencing behavioural decision making. Using the examples in the literature review, this study builds on the literature by suggesting testable propositions to illustrate the power of behavioural decision

research to create ways to psychologically influence decisions in a negotiation context and is thus formalised in the following four propositions:

2.7.1. PROPOSITION 1:

In influencing the negotiation process to support CSR programs, there are perceptions that cultural difference or, specifically race does not have an influence on attitude towards CSR projects within South African organisations.

2.7.1. PROPOSITION 2:

In influencing the negotiation process to support CSR programs, perceptions exist that gender has an influence on one's attitude towards CSR within South African organisations.

2.7.2. PROPOSITION 3:

There exists a perception that men perceive that men are better at the negotiation process than women and that women perceive that women are better at the negotiation process than men.

2.7.1. PROPOSITION 4:

Perceptions exist that both genders perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations.

3. RESEARCH DESIGN

Following on from the preceding review of the pertinent literature and formulation of propositions, the design of the research that was conducted is discussed in this chapter. This includes the formulation of research questions and research hypotheses formulated for testing. The chapter concludes with a discussion of the research design used to examine the statistical hypotheses.

3.1. THE RESEARCH QUESTIONS

3.1.1. RESEARCH QUESTION 1

When influencing the negotiation process to support specific projects, are there perceptions that race does not have an influence on attitude towards the project within South African organisations?

3.1.2. RESEARCH QUESTION 2

When influencing the negotiation process to support specific projects, are there perceptions that gender has an influence on attitude towards the project within South African organisations?

3.1.3. RESEARCH QUESTION 3

There are perceptions that men are better at the negotiation process than women: Do men perceive themselves to be better at the negotiation process than women, and do women perceive women to be better at the negotiation process than men?

3.1.1. RESEARCH QUESTION 4

Do both genders perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations?

3.2. RESEARCH OBJECTIVES

The first objective of this study is to examine the influence phenomenon in the negotiation process by considering behavioural errors in cognitive bias and racial bias. The second objective of this study is to examine the gender bias phenomenon in the negotiation process by considering behavioural errors of gender bias that teach women the rules of the game as established by men. Thus the study's main aim is to determine whether and to what degree racial diversity, including gender bias, is a predictor to wield influence in negotiation.

3.3. RESEARCH HYPOTHESES DEVELOPMENT

The following research hypotheses, based on the literature reviewed in Chapter 2 and the propositions derived under 2.7 were re-cast in operational form, based on the constructs defined for use in the study, as follows:

3.3.1. HYPOTHESIS 1:

In influencing the negotiation process to support CSR programs, race does not have an influence on attitude towards CSR projects within South African organisations.

3.3.2. HYPOTHESIS 2:

Research Hypothesis: In influencing the negotiation process to support CSR programs, there are perceptions that gender has an influence on attitude towards CSR within South African organisations.

3.3.3. HYPOTHESIS 3:

Men perceive that they are better and stronger at the negotiation process than women, and women perceive that women are better and stronger than men at the negotiation process within South African organisations.

3.3.4. HYPOTHESIS 4:

Both genders perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations.

3.4. DESIGN OF THE STUDY

To address the research question and to test the research hypotheses that have been derived, a quantitative research capable of producing statistically valid conclusions was formulated. An empirical study based on an experimental design using primary data was formulated and the data was collected via electronic questionnaires. Experimental research is commonly used to determine whether or not one (or more) specifically chosen variable affects another variable (Huysamen, 1994). The purpose of an experiment is to study causal links between variables, to establish whether changing one independent variable produces a change in another dependent variable (Saunders & Lewis, 2012). Experimental designs have been used successfully in a variety of business research studies. Examples include an examination of the effects of

psychological influence in negotiation (Malhotra & Bazerman, 2008, 2007; Cialdini, 2009).

Norwood and Lusk (2011) highlight the effects of social desirability bias (SDB) when they comment that the awareness of taking part in a research study causes respondents to often behave in ways to please the researcher, avoid embarrassment, or “look good”. In so doing, respondents misrepresent their true preferences, resulting in SDB (Norwood & Lusk, 2011). SDB is a complex and multidimensional construct caused by self-deception (an overly favourable self-image), and impression management (Fisher & Katz 2000; Norwood & Lusk, 2011). As social scientists are keenly aware of the SDB issue and have developed a number of methods to minimise its influence, the development of the research experimental design and research questionnaire will consider ways to reduce the SDB effect (Norwood & Lusk, 2011).

In their study Norwood and Lusk (2011) comment that hypothetical bias has “bolstered criticisms of survey-based methods” (Norwood & Lusk, 2011, p. 519). The empirical results found that *willingness-to-pay* elicited from hypothetical decision tasks almost always exceeds *willingness-to-pay* elicited from non-hypothetical decision tasks (Norwood & Lusk, 2011). They found that only those values that could be elicited in non-hypothetical settings such as experimental markets were valid (Norwood & Lusk, 2011). Use of an experimental design is deemed most appropriate for this research given the causal question that is being asked and the need to test causal hypotheses that will be derived.

3.4.1. OVERVIEW OF THE EXPERIMENT AND PROCEDURE

The experiment was set in the context of a vignette that was proposed in the questionnaires. The research participants were informed at the beginning of the questionnaire that they would be requested to complete a number of questionnaires to assist with research on the factors that influence a negotiation process. The vignette was chosen because it created an example of a negotiation environment within each employee's company. It also replicated a typical business situation that invokes emotion at the prospect of losing one's job and connects to the typical stakeholders that need to be managed simultaneously and effectively if the negotiation process in their company is to succeed. This was important to enhance the validity of the results to be obtained from the experiment.

3.5. SAMPLE

The sample was selected randomly from the population of all the corporate employer groups in Mpumalanga and Gauteng Provinces. Snowball sampling was used and the researcher identified the first sample participants and subsequent members were identified by the earlier sample members. Web questionnaires were distributed via email using a link to SurveyMonkey.com software.

3.6. UNITS OF ANALYSIS

The units of analysis were individuals who were gainfully employed in corporate organisations in the Mpumalanga and Gauteng Provinces, represented as employees of corporate companies who served as the participants in the experiment and who were randomly assigned to either Option A (the experiment group), or Option B (the control group) questionnaires.

4. RESEARCH METHODOLOGY

4.1. INTRODUCTION

This chapter sets out the process, methods and steps followed to ensure that the research design was properly implemented as well as the details of the how the data were collected and captured.

4.2. METHODOLOGY

4.2.1. THE PILOT STUDY

A pilot study was used to pre-test the practical feasibility of the electronic questionnaire and the related experimental procedures. Two different questionnaire versions were used. An “Option A” for the experiment group and an “Option B” questionnaire for the control group was presented randomly and assigned sequentially as the survey was accessed by participating respondents. The final questionnaire and methodology was modified based on the outcomes and suggestions from respondents of the pilot study.

The pilot study achieved 21 “Option A” responses from the experiment group and 23 responses from the Control Group (“Option B”) with three incomplete responses. The pilot study was conducted within the organisation where the

researcher is employed and thus allowed for honest and valuable feedback from the respondents.

4.2.2. FEEDBACK RESULTING FROM THE PILOT STUDY

- Comments were made as to the wording of the questionnaire. Adjustments were made to facilitate better understanding of the questions.
- Certain words, or the sentence construct, were perceived as too harsh in certain cultures. Adjustments were made to remove the perceived offending wording.
- Two additional questions were added to the questionnaire to narrow the accurate measurement of the responses and to reduce social desirability bias (SDB) effect.

4.2.3. THE MAIN STUDY

The experiment was set in context with the use of a vignette that was developed, creating a short impressionistic scene that revealed something about the psychological element that was to be tested. In this instance, experimentally manipulated independent variables were selected with chosen dependent variables.

4.3. RESEARCH POPULATION AND SAMPLING:

4.3.1. POPULATION

The study was extended to organisations mainly within the Mpumalanga and Gauteng areas. The target population was gainfully employed employees in corporate organisations. Selecting the sample from the target population in the Mpumalanga and Gauteng areas helped to provide easy access to individuals available for the study. The sample was illustrative and considered representative in this context.

Four specially developed questions and eleven sub-questions were designed to measure culture and gender participants' attitude towards Corporate Social Responsible (CSR) programs to measure the reciprocity heuristic in context. In the experiment group, deliberate reference was made to the demographic identity of the CSR program, i.e. The *Mary Mahlangu Children's Home*, implying a children's home for black children and the *Jan Serfontein Kinderhuis*, implying a children's home for white Afrikaans children. In the control group, no reference was made to demographic groups and simply stated the organisation as a *children's home of choice*. The four specially designed questions were inserted as items 9, 10, 11, and 12 of the modified questionnaire. Appendix "A" and Appendix "B" contain the adapted questions in the questionnaires containing the CSR items. The item responses of the individual questions

contained in the scale were then summated to create a scale score for each subject.

4.3.2. DEVELOPMENT OF THE STATISTICAL HYPOTHESES TO TEST THE RESEARCH HYPOTHESES

4.3.3. HYPOTHESIS 1:

In influencing the negotiation process to support CSR programs, race does not have an influence on attitude towards CSR projects within South African organisations.

H1₀: $\mu_{\text{white respondents}} = \mu_{\text{black respondents}}$

H1_a: $\mu_{\text{white respondents}} \neq \mu_{\text{black respondents}}$

Where $\mu_{\text{white respondents}}$ (μ_w) is the mean score of white respondents who perceive that race does not have an influence on attitude towards CSR projects within South African organisations and $\mu_{\text{black respondents}}$ (μ_b) is the mean score of black respondents who perceive that race does not have an influence on attitude towards CSR projects within South African organisations.

4.3.4. HYPOTHESIS 2:

Research Hypothesis: In influencing the negotiation process to support CSR programs, there are perceptions that gender has an influence on attitude towards CSR within South African organisations.

$$H_{20}: \mu_{\text{male respondents}} = \mu_{\text{female respondents}}$$

$$H_{2a}: \mu_{\text{male respondents}} \neq \mu_{\text{female respondents}}$$

Where $\mu_{\text{male respondents}}$ (μ_m) is the mean score of male respondents who perceive that gender has an influence on attitude towards CSR within South African organisations, and $\mu_{\text{female respondents}}$ (μ_f) is the mean score of female respondents who perceive that gender has an influence on attitude towards CSR within South African organisations.

4.3.1. HYPOTHESIS 3:

Men perceive that they are better and stronger at the negotiation process than women, and women perceive that women are better and stronger than men at the negotiation process within South African organisations.

$$H_{30}: \mu_{\text{male score}} = \mu_{\text{female score}}$$

$$H_{3a}: \mu_{\text{male score}} \neq \mu_{\text{female}}$$

Where $\mu_{\text{male score}} (\mu_m)$ is the mean score of the perceptions of the male score of men that perceive that men are better and stronger at the negotiation process than women within South African organisations, and $\mu_{\text{female score}} (\mu_f)$ is the mean score of the perceptions of the female score of women that perceive that women are better and stronger than men at the negotiation process within South African organisations.

4.3.2. HYPOTHESIS 4:

Both genders perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations.

H3A₀: $\mu_{\text{male score}} = \mu_{\text{female score}}$

H3A_a: $\mu_{\text{male score}} \neq \mu_{\text{female}}$

Where $\mu_{\text{male score}} (\mu_m)$ is the mean score of the perceptions of the male score of men that perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations, and $\mu_{\text{female score}} (\mu_f)$ is the mean score of the perceptions of the female score of women that perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations.

4.4. RESEARCH LIMITATIONS

- The research was conducted using two questionnaires which lasted for four weeks. Four weeks is not enough for the researcher to collect sufficient data in their cultural groups. It would be better if it was done over a longer time.
- Certain of the cultural groups of the experimental group were small, only thirty Indian employees (10.5%) and twelve Coloured employees (4.2%) and forty-seven Black employees (16.4%) were represented with the majority of 196 White employees (68.3%) making up the survey. The Coloured and Indian sample was too small and should be observed with caution.
- Researching issues of racial bias is sensitive and Social Desirability Bias (SDB) reflects the basic human nature to present oneself in a positive manner to others. In the context of researching racial bias, typically this tendency is increased to over-report opinions and behaviours that are congruent with values deemed socially acceptable and under-report those deemed socially undesirable.
- Since the assessment of the collected data was conducted by the researcher, it is unavoidable that in this study, a certain degree of subjectivity can be found in the reported data.

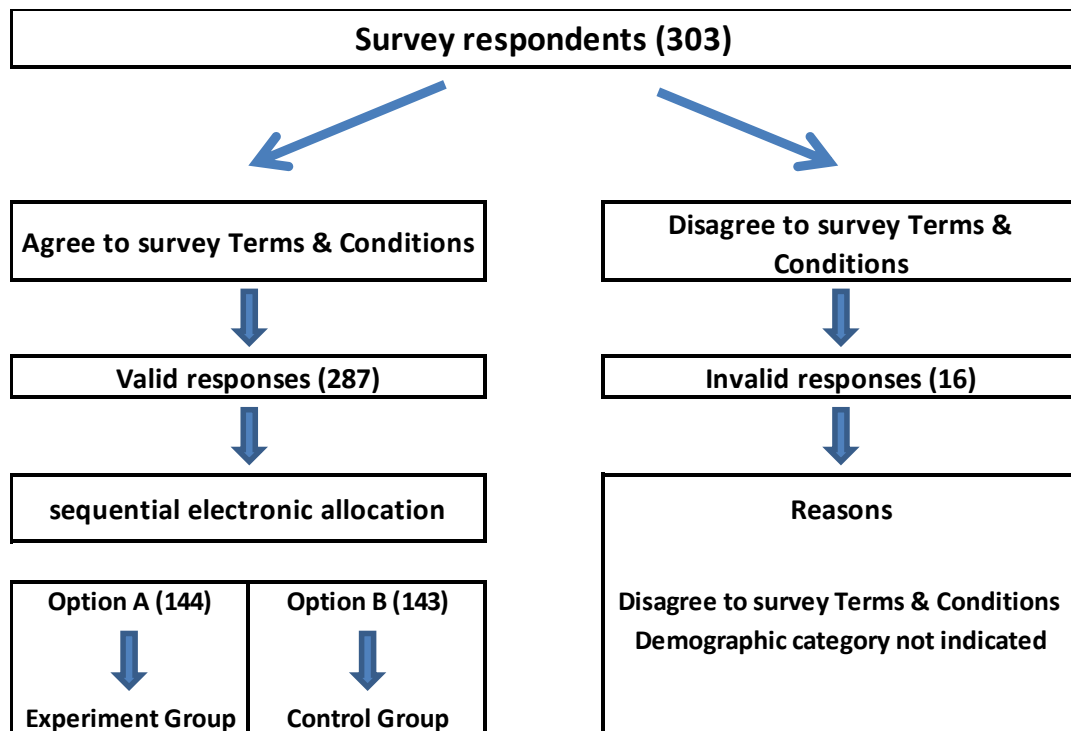
5. PRESENTATION OF THE RESULTS

This chapter details how the data was processed and analysed in order to test the hypotheses set out at the end of Chapter 4. The data is presented in line with the research questions as set out in chapter 3 and propositions as set out in chapter 2.

5.1. INITIAL STEPS IN THE ANALYSIS PROCESS

The data collected via the questionnaires were numerically coded and captured for processing. The online survey was filtered as per figure 1.

Figure 1 – Steps in the analysis process



The survey received 303 responses in the calendar month of August 2013, of which 287 were considered valid. The coding process revealed that 16 questionnaires were invalid because the demographic category could not be categorised or the respondents disagreed to the terms and conditions of the survey and were ignored in the analysis while a further 51 questionnaires that had been partially completed were retained for analysis. The data was analysed by the researcher using SPSS v20 and Microsoft Excel.

5.2. COUNTRY OF ORIGIN

This study was designed to measure the influence of local racial and gender bias on the negotiation process and therefore limited the respondents to a South African context. All of the valid responses were included as they responded to the measured demographic group questions in South Africa.

5.3. DESCRIPTIVE STATISTICS

As seen in Table 3, the sample sizes of the different racial groups were skewed towards the White population group (196 or 68.3%), Black (47 or 16.4%), Coloured (12 or 4.2%), Indian (30 or 10.5%), and other (2 or 0.7%) and therefore the responses from particularly the Coloured and Indian groups should be considered with caution. Thus the Coloured and Indian groups were

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ignored in the statistical analysis related to culture, but included in the statistical analysis related to gender to perform the hypotheses tests. The sample contained more females (55.1%) than males (44.9%). The frequency tables of the demographic variables of survey sample size, demographic/racial grouping, age, job category, monthly salary scale and union membership are contained in Tables 1-6.

Table 1: Survey Sample

		Frequency	Percent
Valid	Option A	144	50.2
	Option B	143	49.8
	Total	287	100

Table 2: Racial Grouping

		Frequency	Percent
Valid	White	196	68.3
	Black	47	16.4
	Coloured	12	4.2
	Indian	30	10.5
	Other	2	0.7
	Total	287	100

Table 3: Age

		Frequency	Percent
Valid	60+ years	19	6.6
	50 to 59 years	30	10.5
	40 to 49 years	61	21.3
	30 to 39 years	129	44.9
	20 to 29 years	48	16.7
	Total	287	100

Table 4: Job Category

	Frequency	Percent
Executive	36	12.5
Senior Manager	50	17.4
Manager	104	36.2
Supervisor	32	11.1
Valid Administration Clerk	57	19.9
Artisan	4	1.4
Labourer	4	1.4
Total	287	100

Table 5: Monthly Salary Scale

	Frequency	Percent
R50000+	87	30.3
R30001 to R50000	69	24
Valid R15001 to R30000	84	29.3
R5001 to R15000	43	15
R0 to R5000	4	1.4
Total	287	100

Table 6: Union Membership

	Frequency	Percent
No	251	87.5
Valid Yes	36	12.5
Total	287	100

5.4. RELIABILITY OF THE ATTITUDE TOWARDS INFLUENCE BASED ON THE RECIPROCITY HEURISTIC USING CORPORATE SOCIAL RESPONSIBLE (CSR) PROGRAMS

The next stage of the data analysis involved the evaluation of the reciprocity heuristic using attitude towards CSR programs to test racial and gender differences to assess its suitability for use in the South African context, and also links to previous research by Malhotra and Bazerman (2008) as discussed in Chapter 2. This research builds on their findings by introducing the racial and gender phenomenon and further links to the research propositions that racial or gender difference will influence the attitude towards CSR projects. The research explores the relationship between opening offer magnitude and negotiation willingness expecting that negotiators will be more likely to have a lesser offer accepted after they were previously made an offer that was more extreme.

5.5. TESTS OF THE STATISTICAL HYPOTHESES

Hypothesis 1 was investigated by means of an independent samples *t*-test comparing the mean of white respondents with the mean of and black respondents as the independent variable, who perceive that race does not have an influence on attitude towards CSR projects within South African organisations as the dependent variable.

Hypothesis 2 was investigated by means of an independent samples *t*-test comparing the mean of male respondents with the mean of female respondents as the independent variable, that perceive that gender has an influence on attitude towards CSR within South African organisations as the dependent variable.

Hypothesis 3 was investigated by means of an independent samples *t*-test comparing the mean of the perceptions of the male score with the mean of the perceptions of the female score as the independent variable, that perceive that their own gender is better and stronger at the negotiation process within South African organisations as the dependent variable.

Hypothesis 4 was investigated by means of an independent samples *t*-test comparing the mean of the perceptions of the male score with the mean of the perceptions of the female score as the independent variable, that perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations as the dependent variable.

5.5.1. HYPOTHESIS 1

In influencing the negotiation process to support CSR programs, race does not have an influence on attitude towards CSR projects within South African organisations.

H1₀: $\mu_{\text{white respondents}} = \mu_{\text{black respondents}}$

H1_a: $\mu_{\text{white respondents}} \neq \mu_{\text{black respondents}}$

Where $\mu_{\text{white respondents}}$ (μ_w) is the mean score of white respondents who perceive that race does not have an influence on attitude towards CSR projects within South African organisations and $\mu_{\text{black respondents}}$ (μ_b) is the mean score of black respondents who perceive that race does not have an influence on attitude towards CSR projects within South African organisations.

An independent-samples t-test was conducted to compare the mean score of white respondents who perceive that race does not have an influence on attitude towards CSR projects within South African organisations with the mean score of black respondents who perceive that race does not have an influence on attitude towards CSR projects within South African organisations.

There was no statistically significant difference in the scores for μ_w (M=14.67, SD=2.52) and μ_b (M=15.67, SD=3.27) conditions; $t(45)=1.95$, $p = 0.057$. At a significance level of 0.05, the score suggests no statistically significant difference between the two groups and demonstrates that race does not have an influence between the two racial groups; the null Hypothesis 1 is thus supported and there is thus no evidence in support of the theory-based hypothesis for this study.

5.5.1. HYPOTHESIS 2

Research Hypothesis: In influencing the negotiation process to support CSR programs, there are perceptions that gender has an influence on attitude towards CSR within South African organisations.

H₂₀: $\mu_{\text{male respondents}} = \mu_{\text{female respondents}}$

H_{2a}: $\mu_{\text{male respondents}} \neq \mu_{\text{female respondents}}$

Where $\mu_{\text{male respondents}}$ (μ_m) is the mean score of male respondents who perceive that gender has an influence on attitude towards CSR within South African organisations, and $\mu_{\text{female respondents}}$ (μ_f) is the mean score of female respondents who perceive that gender has an influence on attitude towards CSR within South African organisations.

An independent-samples t-test was conducted to compare the mean score of male respondents who perceive that gender has an influence on attitude towards CSR within South African organisations with the mean score of female respondents who perceive that gender has an influence on attitude towards CSR within South African organisations.

There was a statistically significant difference in the scores for μ_m (M=14.42, SD=2.80) and μ_f (M=15.33, SD=2.42) conditions; $t(121)=2.85$, $p = 0.005$. At a significance level of 0.05, the score suggests a statistically significant difference between the two groups and demonstrates that gender does not have an

influence on attitude towards CSR within South African organisations; thus the null Hypothesis 2 is rejected and there is thus no evidence in support of the theory-based hypothesis for this study.

5.5.1. HYPOTHESIS 3:

Men perceive that they are better and stronger at the negotiation process than women, and women perceive that women are better and stronger than men at the negotiation process within South African organisations.

$$H3_0: \mu_{\text{male score}} = \mu_{\text{female score}}$$

$$H3_a: \mu_{\text{male score}} \neq \mu_{\text{female}}$$

Where $\mu_{\text{male score}}$ (μ_m) is the mean score of the perceptions of the male score of men that perceive that men are better and stronger at the negotiation process than women within South African organisations, and $\mu_{\text{female score}}$ (μ_f) is the mean score of the perceptions of the female score of women that perceive that women are better and stronger than men at the negotiation process within South African organisations.

An independent-samples t-test was conducted to compare the mean score of the perceptions of the male score of men that perceive that men are better and stronger at the negotiation process than women within South African organisations with the mean score of the perceptions of the female score of

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women that perceive that women are better and stronger than men at the negotiation process within South African organisations.

There was no statistically significant difference in the scores for μ_m ($M=3.73$, $SD=1.22$) and μ_f ($M=3.65$, $SD=1.21$) conditions; $t(252)=0.73$, $p = 0.465$. At a significance level of 0.05, the score suggests no statistically significant difference between the two groups and demonstrates that men perceive that they are better and stronger at the negotiation process than women, and women perceive that women are better and stronger than men at the negotiation process within South African organisations; thus the null Hypothesis 3 is supported and there is thus evidence in support of the theory-based hypothesis for this study.

5.5.1. HYPOTHESIS 4:

Both genders perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations.

H3A₀: $\mu_{\text{male score}} = \mu_{\text{female score}}$

H3A_a: $\mu_{\text{male score}} \neq \mu_{\text{female}}$

Where $\mu_{\text{male score}}$ (μ_m) is the mean score of the perceptions of the male score of men that perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations, and $\mu_{\text{female score}}$ (μ_f) is

the mean score of the perceptions of the female score of women that perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations.

An independent-samples t-test was conducted to compare the mean score of the male score of men that perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations with the mean score of the perceptions of the female score of women that perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations.

There was no statistically significant difference in the scores for μ_m ($M = 3.85$, $SD = 1.28$) and μ_f ($M = 3.72$, $SD = 1.45$) conditions; $t(112) = 0.74$, $p = 0.459$. At a significance level of 0.05, the score suggests no statistically significant difference between the two groups and demonstrates that both genders perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations; thus the null Hypothesis 4 is supported and there is thus evidence in support of the theory-based hypothesis for this study.

Table 7: Null Hypotheses summary

	Hypothesis	Result
Hypothesis 1	<p>In influencing the negotiation process to support CSR programs, race does not have an influence on attitude towards CSR projects within South African organisations.</p> <p>No evidence found to support the theory-based hypothesis</p>	<p>H1₀ is supported p = 0.057</p>
Hypothesis 2	<p>Research Hypothesis: In influencing the negotiation process to support CSR programs, there are perceptions that gender has an influence on attitude towards CSR within South African organisations.</p> <p>No evidence found to support the theory-based hypothesis</p>	<p>H2₀ is rejected p = 0.005</p>
Hypothesis 3	<p>Men perceive that they are better and stronger at the negotiation process than women, and women perceive that women are better and stronger than men at the negotiation process within South African organisations.</p> <p>Evidence found in support of the theory-based hypothesis</p>	<p>H3₀ is supported p = 0.465</p>
Hypothesis 4	<p>Both genders perceive that a pretty woman is more likely to succeed when negotiating with a man within South African organisations.</p> <p>Evidence found in support of the theory-based hypothesis</p>	<p>H4₀ is supported p = 0.459</p>

6. DISCUSSION AND ANALYSIS OF THE RESULTS

6.1. INTRODUCTION

In this chapter the findings of the research are discussed and their theoretical and practical implications are considered. The limitations of the study are then addressed and suggestions for further research are made.

6.2. DISCUSSION OF THE FINDINGS OF THE STUDY

The study was undertaken to examine the influence of racial and gender bias on the negotiation process within South African organisations. The environment and conditions for a simulated negotiation process was created in the form of various scenarios using vignettes in the survey questionnaires using a realistic business example. The employees of corporate companies served as the participants in an experiment in terms of which they were sequentially assigned to the different questionnaires, Option A as the experiment group and Option B as the control group. No evidence was found to support of the theory-based expectations in 2 of the 4 hypotheses and thus the results of this study does not support generalised stereotype endorsement. In an unexpected finding, racial bias was found to not influence the negotiation process. In another unexpected finding, testing gender perceptions, gender was found to not influence attitude towards CSR and in a similar test, both men and women perceive their own gender to be stronger and better at the negotiation process, thus no perceptions

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exist that the opposite gender is superior in negotiation ability. However, evidence was found to support the theory-based expectations in line with stereotype endorsement that a pretty woman is more likely to succeed when negotiating with a man.

More specifically, in finding support for Hypotheses 1, the study predicts that race will not have an influence on an employee's attitude towards CSR projects, and thus racial bias is not expected to influence the negotiation process when the proposed target project will benefit a particular demographic group. As no support for Hypotheses 2 was found, the study predicts that gender will not influence an employee's attitude towards CSR projects and thus gender bias is not expected to influence the negotiation process when the proposed target project will benefit a particular demographic group. The study found support for Hypotheses 3 finding that each gender perceived their own gender to be superior in negotiation ability and therefore the study finds that the genders perceive equal ability in the negotiation process. However, in finding support for Hypothesis 4 the study finds evidence in support of the theory that a pretty woman is more likely to succeed when negotiating with a man.

6.3. THEORETICAL IMPLICATIONS

The process to manage relationships becomes more complex when more than one culture is involved (Tadmor, et al., 2012; Dovidio et al., 2011; Kopelman & Rosette, 2008; Ghauri, 2003; Lewicki et al., 1994). In societies characterised by

racial diversity, changes will be required to build trust with employees and organised labour in the workplace, and as such, considering the failures in the negotiating process, this study has sought to contribute towards the development of a knowledge base about the influence phenomenon. The findings of this study have implications for the refinement and development of strategies that link the theories of *racial and gender difference* with that of *negotiation and social influence*.

6.3.1. THE IMPACT OF RACE INFLUENCING THE NEGOTIATION PROCESS

The first objective of this research was to seek evidence for a causal relationship between the influence phenomenon and the negotiation process. Triggering the reciprocity heuristic increases compliance with a *moderately* cumbersome request by firstly imposing on a stranger an *extremely* cumbersome request, which triggers in the respondent the obligation to “meet halfway” and make a concession in return. In Chapter 2, example 5, Malhotra and Bazerman (2008) predict that by starting the conversation with an arbitrarily extreme request that was expected to be rationally disregarded, the reciprocity heuristic would be triggered, even going against one’s self-interest. Hypotheses 1 and 2 retested this research proposition by introducing an arbitrarily extreme request, in the form of a 2 year commitment to a *black* children’s home and a 1 year commitment to *white* children’s home. Supporting and reinforcing the findings of the Malhotra and Bazerman (2008) research, the observed findings

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of this study resulted in a greater percentage of the respondents selecting a lesser commitment of 2 Saturdays per year participation with the children's home, or a donation of 2 gifts per year to the children's home, triggering an obligation to meet "half-way", confirming the theory of the reciprocity heuristic of preference for a less cumbersome request. By introducing the racial element to this experiment, the findings of this study indicate no influence or difference to the Malhotra and Bazerman (2008) experiment, with the support of the null hypothesis predicting that *race* does not have an influence on an employee's attitude towards CSR projects. However, the statistical analysis p-score ($p = 0.057$) suggests that further research may challenge this finding. However, the findings of Hypothesis 1 are supported by the rejection of the null Hypothesis 2 which introduced the gender element to the same experiment, suggesting that gender does not influence an employee's attitude towards CSR projects. The finding of this study suggests support for psychological influence through the reciprocity heuristic, and also suggests that neither racial bias nor gender bias is expected to influence nor can it be used to leverage and reinforce the objectives of a negotiation process.

Caution is suggested in the interpretation and application of these findings into the workplace, as the findings may have been influenced by the introduction of children-care to the experiment, confirmed by the comments of Bowles and McGinn (2008), that women negotiate on behalf of others - negotiations in which they outperform men.

6.3.2. THE IMPACT OF GENDER INFLUENCE ON THE NEGOTIATION PROCESS

The finding in the first hypothesis that race does not have an influence on attitude towards CSR projects within South African organisations, and the finding of the second hypothesis, that gender does not influence the perceptions of attitude towards CSR projects within South African organisations, provides the foundation for the discussion pertaining to the subsequent hypotheses. In Hypothesis 3, evidence was found that (1) from the male perspective, men perceived themselves to be *superior* and *stronger* in the negotiation process, and (2) from the female perspective, women perceived themselves to be *superior* and *stronger* in the negotiation process.

In Chapter 2, Walter et al. (1998) comment on their research findings on gender differences, where they found that women behaved more cooperatively in negotiation than men, and that men tend to negotiate better outcomes than women. These findings should be considered

In the application of the knowledge obtained from this study, that each gender perceives their own gender to be superior (better and stronger) than the opposite gender, this research suggests that a “perfect” foundation may be found for the application of psychological influence to leverage and gain advantage in the negotiation process by applying this knowledge base to influence leverage, or de-leveraging influence towards an opposing party in a negotiation process by combining this with the examples in Chapter 2.

The finding of Hypothesis 3 for each gender's bias and the belief in their own superior and stronger ability in the negotiation process suggests that both the style and the outcome of a negotiation process will be difficult to be influenced by gendered expectations and beliefs, and therefore psychological influence and heuristics should rather be used to leverage advantage in a negotiation process.

6.3.3. THE IMPACT OF PERCEPTIONS THAT A PRETTY WOMAN IS MORE LIKELY TO SUCCEED WHEN NEGOTIATING WITH A MAN

In the last hypothesis, evidence was found to confirm the expectation based on the literature that a pretty woman is more likely to succeed when negotiating with a man within South African organisations.

Physically stronger and taller people and those perceived as attractive were predicted to be more risk tolerant, while women were perceived to be more risk averse (Ball et al., 2010). The strength and persistence of the effect of beauty on perceptions, and the self-fulfilling nature of the effects of these perceptions, indicate that stereotyping can have far-reaching implications when Ball et al. (2010) concluded that differential perceptions of women and men based on stereotypes may also have large effects, and be self-fulfilling - *"if women and men are offered different options based on perceptions of their preferences, then their choices will be consistent with the stereotype"* (Ball et al., 2010).

The finding of Hypothesis 4, that a pretty woman is more likely to succeed when negotiating with a man, suggests that a negotiation process can be influenced by this stereotype's expectations and beliefs, and therefore suggests that a woman can leverage this phenomenon with psychological influence and heuristics in a negotiation process.

6.3.4. IMPROVING THE METHODOLOGICAL QUALITY OF RESEARCH IN THE FIELD OF RACIAL NEGOTIATION WITH THAT OF NEGOTIATION AND SOCIAL INFLUENCE

Watkins (2010) raised concerns as to the validity of the *survey approach* methodology to values in cross-cultural research. Cross-cultural research in marketing has been dominated by survey-based quantitative approaches, and the assumption of prior validity required for the adoption of the survey approach to values in cross-cultural research has yet to be established (Watkins, 2010).

The researcher acknowledges the concerns of the survey-based approach to cross-cultural values research and recognises the difficulties in both the choice of the method and its execution. The research objectives of cross-cultural studies revolve around assessing how demographic-level and cultural-level variables and their unique differentials drive certain beliefs, attitudes, and behaviours in customers or individuals/groups within organisations (Watkins, 2010), and therefore the researcher suggests that sufficient culture sample size, culture by region, culture sample size within region, and outlining a qualitative

in-depth interview methodology that can be used either as a methodological alternative or in a preliminary stage to the study of cross-cultural values may be important factors to consider in the choice of future research methodology. A similar comparison may be inferred by comparing the different provinces in South Africa to the research of Franke and Richey (2010) in which they demonstrate that the samples of two or three countries are not adequate for answering questions of a cross-culture kind:

“Comparing small numbers of countries will actually often fail to reflect a trend that applies to countries in general, even when the overall trend is strong, and may falsely suggest a positive or negative trend, even when the relationship between variables is weak”. (Franke & Richey, 2010, pp. 1275-1276).

Franke and Richey (2010) suggest that a qualitative approach should be integrated into cross-cultural research to explore deeper issues, and further suggest that studies of this kind are akin to case studies, or exploratory research. This research began by specifying that it would focus on the influence phenomenon of racial bias and gender bias on the negotiation process within a South African context, and while this study was entirely appropriate for the research in a South African context, extending the study into the other provinces of South Africa would certainly overcome most of the concerns raised by Watkins (2010) and Franke and Richey (2010). Empirical evidence regarding the prevalence of racial bias and gender bias and how this influences the negotiation process across mainly black and white cultures in South Africa is an

important first step in this respect to draw meaningful, generalizable, conclusions.

6.3.5. PRACTICAL IMPLICATIONS

Situational factors, personal bias, racial bias, and heuristics play an influential role in the formation of attitudes towards the negotiation process. Even if the negotiation parties belong to the same company, culture has a major influence (Malhotra and Bazerman, 2008; Guo et al., 2008; Pirson & Malhotra, 2011; Ott, 2011;) and consequently this study answered the research objective by suggesting the major themes that will guide management to a better understanding of the degree to which the factors that influence the business negotiation differ between racial-demographic groups in a South African context. The translation of racial characteristics into negotiation rules is viewed as important, and considering future negotiation processes, whether political or business, negotiators will need to draw much more upon the knowledge of racial cognitive bargaining patterns to anticipate cooperation and conflict (Ott, 2011); importantly, this study provides evidence that business leaders may safely navigate these ambiguous waters and confidently apply less significance to the literature on *influence* in the context of racial bias, and rather apply more significance to attribution bias by reducing stereotype endorsement, prejudice, and even discrimination relating to decision-making in the negotiation process.

This study has also developed a better understanding of the ways in which gender difference influences a negotiation process as advocated by (Tannen, 1995; Walter et al., 1998; Stuhlmacher & Walters, 1999; Kray et al., 2001). More often, women will negotiate to overcome disadvantage and unfair treatment (Bowles et al., 2010; Ely et al., 2011). Hypothesis 1 found that race did not influence the negotiation process to support CSR programs, but Hypothesis 2 found that gender does have an influence on attitude towards CSR within South African organisations. These findings confirm the Ely et al. (2011) argument that that women do indeed ask and negotiate over issues that matter to them, and they also negotiate when they connect what is good for them, to what is good for their group or their organisation (Kolb & Kickul, 2006). This study confirms that women are prepared to negotiate on behalf of others—negotiations in which they outperform men (Bowles & McGinn, 2008).

6.3.6. UNINTENDED CONSEQUENCES – JOB FUNCTION VS. RACIAL DIFFERENCE

Linking to one of the constructs in this study, using job function as the independent variable, and race as the dependent variable in one test, and gender as the dependent variable in a separate test the results of the t-tests on the sample indicated an unintended finding.

The theory suggests that people negotiate over many issues in the on-going routine of work, seeking support to move ahead, securing the resources to get

work done, setting reasonable goals and objectives, and claiming credit for their work (Kolb & Williams, 2000; Ely et al., 2011). While human needs are considered to be fundamentally the same (Maslow, 1954), the way of satisfying these needs differs culturally; therefore, so do values (Watkins, 2010). Values are unique to individuals; however, at a higher level of aggregation, members of the same culture are likely to share similar values acquired in the process of socialisation (Watkins, 2010). This study supports the findings of Watkins (2010) findings should be interpreted as defining *culture* in a broader context, and by example, in the context of *British vs. South African*, rather than *culture as racial* in the context of *white vs. black*.

As an experimental study using a vignette to suggest a negotiation about a financial settlement regarding a possible retrenchment package, the findings provide for the unintended consequence. Using job function as the independent variable and race and gender as the dependent variables, table 10 below shows the job function description of the two groups, and tables 11 - 13 below shows the results of the independent-samples t-tests that were used to compare the difference of the mean of Option A (experiment group) who selected their first choice of negotiating target person as 1, and the last choice of negotiating target person as 6, with the mean of Option B (control group) who selected their first choice of negotiating target person as 1, and the last choice of negotiating target person as 6.

Table 8: Job description allocation for the survey

Job Description	Option A (Experiment Group)	Option B (Control Group)
HR Manager – Ex-Teacher	Magda van Zyl	Kay Naidoo
Union Relations Manager	Henry Khoza	Portia Mochebelele
Training Manager - Ex-Activist lived in exile for 8 years	George McMillan	Marius Olifant
Company Secretary - Ambitious and recently obtained her MBA / Production Manager - Ambitious and recently obtained an MBA	Portia Mochebelele	Henry Khoza
Procurement Manager - been with the company for 16 years	Kay Naidoo	Magda van Zyl
Finance Manager	Marius Olifant	George McMillan

At a significance level of 0.05, the statistical analysis demonstrates:

6.3.6.1. ALL GROUPS:

- (a) The Experiment *All Group* ranked Magda van Zyl in her role as *HR Manager – Ex-Teacher* as their first choice; a statistically significant difference was found between the means of the Option A (HR Manager) (M=2.46, SD=1.58), and Option B (Procurement Manager) (M=3.47, SD= 1.56) conditions; $t(247) = -5.03, p=0.000$

and suggests that job function has an influence when choosing a negotiation target person.

(b) The Control *All Group* ranked Kay Naidoo in her role as *HR Manager – Ex-Teacher* as their first choice; a statistically significant difference was found between the means of the Option A (HR Manager) (M=3.75, SD=1.49), and Option B (Procurement Manager) (M=2.60, SD= 1.53) conditions; $t(247)= 6.01$, $p=0.000$ and suggests that job function has an influence when choosing a negotiation target person.

Conclusion – the job function of HR Manager was preferred by the *All Group* respondents and suggests that racial bias does not influence the choice of the negotiation target person.

6.3.6.2. WHITE GROUP:

(a) The Experiment *White Group* ranked Magda van Zyl in her role as *HR Manager – Ex-Teacher* as their first choice; a statistically significant difference was found between the means of the Option A (HR Manager) (M=2.23, SD=1.48), and Option B (Procurement Manager) (M=3.35, SD= 1.55) conditions; $t(169)= -4.81$, $p=0.000$

and suggests that job function has an influence when choosing a negotiation target person.

- (b) The Control *White Group* ranked Kay Naidoo in her role as *HR Manager – Ex-Teacher* as their first choice; a statistically significant difference was found between the means of the Option A (*HR Manager*) (M=3.69, SD=1.44), and Option B (*Procurement Manager*) (M=2.52, SD= 1.47) conditions; $t(169)=5.24$, $p=0.000$ and suggests that job function has an influence when choosing a negotiation target person.

Conclusion – the job function of *HR Manager* was preferred by the *White Group* respondents and suggests that racial bias does not influence the choice of the negotiation target person.

6.3.6.3. BLACK GROUP:

- (a) The Experiment *Black Group* ranked Magda van Zyl in her role as *HR Manager – Ex-Teacher* as their second choice; no statistically significant difference was found between the means of the Option A (*HR Manager*) (M=3.23, SD=1.82), and Option B (*Procurement Manager*) (M=3.69, SD= 1.58) conditions; $t(36)= -0.81$, $p=0.423$ and suggests that the *HR Manager* job function was not the

preferred job function and did not influence the decision when choosing a negotiation target person.

(b) The Control *Black Group* also ranked Kay Naidoo in her role as *HR Manager – Ex-Teacher* as their second choice; no statistically significant difference was found between the means of the Option A (*HR Manager*) (M=4.05, SD=1.70), and Option B (*Procurement Manager*) (M=3.19, SD= 1.80) conditions; $t(36)=1.50$, $p=0.143$ and suggests that the *HR Manager* job function was not the preferred job function and did not influence the decision when choosing a negotiation target person.

(c) However, the Experiment *Black Group* ranked Henry Khoza in his role as *Union Relations Manager* as their first choice; a statistically significant difference was found between the means of the Option A (*Union Relations Manager*) (M=2.50, SD=1.71), and Option B (*Production Manager - Ambitious and recently obtained an MBA*) (M=3.81, SD= 1.97) conditions; $t(36)= -2.19$, $p=0.035$ and suggests that the *Union Relations Manager* job function was the preferred job function and did influence the decision when choosing a negotiation target person.

(d) The Control *Black Group* also ranked Portia Mochebelele in her role as *Union Relations Manager* as their second choice; but no statistically significant difference was found between the means of

the Option A (*Union Relations Manager*) (M=3.55, SD=1.90), and Option B (*Company Secretary - Ambitious and recently obtained her MBA*) (M=2.88, SD= 1.41) conditions; $t(36)=1.19$, $p=0.240$ and suggests that the *Union Relations Manager* job function was not the preferred job function in this instance and did not influence the decision when choosing a negotiation target person.

Conclusion – While the *Black Group's* choice of job function of *Union Relations Manager* was preferred to *HR Manager* by a mean's score ranking, the results are not consistent between the experiment group and the control group, and therefore a statistically significant difference between the means of the groups could not be established and this suggests that neither job function nor racial bias has an influence on the choice of the negotiation target person.

6.3.6.4. INDIAN GROUP:

(a) The Experiment *Indian Group* ranked Magda van Zyl in her role as *HR Manager – Ex-Teacher* as their second choice; no statistically significant difference was found between the means of the Option A (*HR Manager*) (M=2.67, SD=1.78), and Option B (*Procurement Manager*) (M=3.50, SD= 1.75) conditions; $t(26)= -1.24$, $p=0.226$

and suggests that the *HR Manager* job function was not the preferred job function and did not influence the decision when choosing a negotiation target person.

(b) However, the Control *Indian Group* ranked Kay Naidoo in her role as *HR Manager – Ex-Teacher* as their first choice; a statistically significant difference was found between the means of the Option A (*HR Manager*) ($M=4.17$, $SD=1.19$), and Option B (*Procurement Manager*) ($M=2.38$, $SD= 1.63$) conditions; $t(26)=3.21$, $p=0.003$ and suggests that the *HR Manager* job function was the preferred job function and did influence the decision when choosing a negotiation target person.

(c) The Experiment *Indian Group* ranked Henry Khoza in his role as *Union Relations Manager* as their first choice; a statistically significant difference was found between the means of the Option A (*Union Relations Manager*) ($M=1.92$, $SD=1.16$), and Option B (*Production Manager - Ambitious and recently obtained an MBA*) ($M=3.56$, $SD= 1.50$) conditions; $t(26)= -3.14$, $p=0.004$ and suggests that the *Union Relations Manager* job function was the preferred job function and did influence the decision when choosing a negotiation target person.

(d) However, the Control *Indian Group* ranked Portia Mochebelele in her role as *Union Relations Manager* as their second choice; and

no statistically significant difference was found between the means of the Option A (*Union Relations Manager*) (M=4.00, SD=1.41), and Option B (*Company Secretary - Ambitious and recently obtained her MBA*) (M=3.06, SD= 1.53) conditions; $t(26)=1.66$, $p=0.109$ and suggests that the *Union Relations Manager* job function was not the preferred job function in this instance and did not influence the decision when choosing a negotiation target person.

Conclusion – While the *Indian Group's* choice of job function of *Union Relations Manager* was preferred to *HR Manager* by experiment group, the results are not consistent as the control group preferred the *HR Manager* choice of job function to that of the *Union Relations Manager*, and therefore a statistically significant difference between the means of the groups could not be established and this suggests that neither job function nor racial bias has an influence on the choice of the negotiation target person.

6.3.6.5. GENDER FEMALE GROUP:

- (a) The Experiment *Gender Female Group* ranked Magda van Zyl in her role as *HR Manager – Ex-Teacher* as their first choice; a

statistically significant difference was found between the means of the Option A (HR Manager) (M=2.29, SD=1.41), and Option B (Procurement Manager) (M=3.33, SD= 1.63) conditions; $t(134) = -3.96$, $p=0.000$ and suggests that job function has an influence when choosing a negotiation target person.

(b) The Control *Gender Female Group* ranked Kay Naidoo in her role as *HR Manager – Ex-Teacher* as their first choice; a statistically significant difference was found between the means of the Option A (HR Manager) (M=3.81, SD=1.47), and Option B (Procurement Manager) (M=2.59, SD= 1.51) conditions; $t(134)=4.74$, $p=0.000$ and suggests that job function has an influence when choosing a negotiation target person.

Conclusion – the job function of HR Manager was preferred by the *Gender Female Group* respondents and suggests that racial bias does not influence the choice of the negotiation target person.

6.3.6.6. GENDER MALE GROUP:

(a) The Experiment *Gender Male Group* ranked Magda van Zyl in her role as *HR Manager – Ex-Teacher* as their first choice; a statistically significant difference was found between the means of

the Option A (HR Manager) (M=2.73, SD=1.81), and Option B (Procurement Manager) (M=3.59, SD= 1.50) conditions; $t(111) = -2.76$, $p=0.007$ and suggests that job function has an influence when choosing a negotiation target person.

(b) The Control *Gender Male Group* ranked Kay Naidoo in her role as *HR Manager – Ex-Teacher* as their first choice; a statistically significant difference was found between the means of the Option A (HR Manager) (M=3.65, SD=1.54), and Option B (Procurement Manager) (M=2.61, SD= 1.56) conditions; $t(111)=3.55$, $p=0.001$ and suggests that job function has an influence when choosing a negotiation target person.

Conclusion – the job function of HR Manager was preferred by the *Gender Male Group* respondents and suggests that racial bias does not influence the choice of the negotiation target person.

Table 9: T-tests results for Job Function vs. Race & Gender Difference (All Group)

HR Job Function vs. Race & Gender (All Group)								
Construct - Job Description	Magda van Zyl (Experiment Group)	Rank	Gender	Race	Kay Naidoo (Control Group)	Rank	Gender	Race
HR Manager – Ex-Teacher (All Group)	OA ₁ (M=2.46, SD=1.58); OA ₂ (M=3.47, SD=1.56) condition; t(247)=-5.03, p=0.000	1	F	W	OB ₁ (M=3.75, SD=1.49); OB ₂ (M=2.6, SD=1.53) condition; t(247)=6.01, p=0.000	1	F	I
HR Manager – Ex-Teacher (White)	OA ₁ (M=2.23, SD=1.48); OA ₂ (M=3.35, SD=1.55) condition; t(169)=-4.81, p=0.000	1	F	W	OB ₁ (M=3.69, SD=1.44); OB ₂ (M=2.52, SD=1.47) condition; t(169)=5.24, p=0.000	1	F	I
HR Manager – Ex-Teacher (Black)	OA ₁ (M=3.23, SD=1.82); OA ₂ (M=3.69, SD=1.58) condition; t(36)=-0.81, p=0.423	2	F	W	OB ₁ (M=4.05, SD=1.70); OB ₂ (M=3.19, SD=1.80) condition; t(36)=1.50, p=0.143	2	F	I
HR Manager – Ex-Teacher (Indian)	OA ₁ (M=2.67, SD=1.78); OA ₂ (M=3.50, SD=1.75) condition; t(26)=-1.24, p=0.226	2	F	W	OB ₁ (M=4.17, SD=1.19); OB ₂ (M=2.38, SD=1.63) condition; t(26)=3.21, p=0.003	2	F	I
HR Manager – Ex-Teacher (Gender Female)	OA ₁ (M=2.29, SD=1.41); OA ₂ (M=3.33, SD=1.63) condition; t(134)=-3.96, p=0.000	1	F	W	OB ₁ (M=3.81, SD=1.47); OB ₂ (M=2.59, SD=1.51) condition; t(134)=4.74, p=0.000	1	F	I
HR Manager – Ex-Teacher (Gender Male)	OA ₁ (M=2.73, SD=1.81); OA ₂ (M=3.59, SD=1.50) condition; t(111)=-2.76, p=0.007	1	F	W	OB ₁ (M=3.65, SD=1.54); OB ₂ (M=2.61, SD=1.56) condition; t(111)=3.55, p=0.001	1	F	I

(Scoring: 1st choice =1; 6th choice =6; Ranking 1-6)

Table 10: T-tests results for Job Function vs. Racial Difference (Black Group)

Job Function vs. Race (Black Group)								
Construct - Job Description	Henry Khoza (Experiment Group)	Rank	Gender	Race	Portia Mochebelele (Control Group)	Rank	Gender	Race
	Union Relations Manager	OA ₁ (M=2.50, SD=1.71); OA ₂ (M=3.81, SD=1.97) condition; t(36)=-2.19, p=0.035	1	M	B	OB ₁ (M=3.55, SD=1.90); OB ₂ (M=2.88, SD=1.41) condition; t(36)=1.19, p=0.240	1	F
Construct - Job Description	Magda van Zyl (Experiment Group)	Rank	Gender	Race	Kay Naidoo (Control Group)	Rank	Gender	Race
	HR Manager – Ex-Teacher	OA ₁ (M=3.23, SD=1.82); OA ₂ (M=3.69, SD=1.58) condition; t(36)=-0.81, p=0.423	2	F	W	OB ₁ (M=4.05, SD=1.70); OB ₂ (M=3.19, SD=1.80) condition; t(36)=1.50, p=0.143	2	F

(Scoring: 1st choice =1; 6th choice =6; Ranking 1-6)

Table 11: T-tests results for Job Function vs. Racial Difference (Indian Group)

Job Function vs. Race (Indian)								
Construct - Job Description	Henry Khoza (Experiment Group)	Rank	Gender	Race	Portia Mochebelele (Control Group)	Rank	Gender	Race
	Union Relations Manager	OA ₁ (M=1.92, SD=1.16); OA ₂ (M=3.56, SD=1.50) condition; t(26)=-3.14, p=0.004	1	M	B	OB ₁ (M=4.00, SD=1.41); OB ₂ (M=3.06, SD=1.53) condition; t(26)=1.66, p=0.109	2	F
Construct - Job Description	Magda van Zyl (Experiment Group)	Rank	Gender	Race	Kay Naidoo (Control Group)	Rank	Gender	Race
	HR Manager – Ex-Teacher	OA ₁ (M=2.67, SD=1.78); OA ₂ (M=3.50, SD=1.75) condition; t(26)=-1.24, p=0.226	2	F	W	OB ₁ (M=4.17, SD=1.19); OB ₂ (M=2.38, SD=1.63) condition; t(26)=3.21, p=0.003	1	F

(Scoring: 1st choice =1; 6th choice =6; Ranking 1-6)

6.3.7. CONCLUSION FOR UNINTENDED CONSEQUENCES

The unintended findings suggests that when a descriptor is added to the job function an unexpected result can be achieved and suggests that job function is preferred to racial bias when the choice of the negotiation target person is made. Furthermore, it can be inferred that the Black and Indian demographic groups prefer a union-experience manager to a human resource-experience manager when making the choice of a negotiation target person. The White demographic group prefers a human resource-experience manager when making the choice of a negotiation target person and while the Female and Male Gender Group's also have this preference, the greater sample size of the White demographic group may account for this finding and thus no inference is made on gender preference in this context. Importantly, this study provides further evidence that business leaders may safely navigate these ambiguous waters and confidently apply less significance to the literature on *influence* in the context of *racial bias*, and rather apply more significance to attribution bias by reducing stereotype endorsement, prejudice, and even discrimination relating to decision-making in influencing the negotiation process.

6.3.8. DEALING WITH THE CULTURAL DIVERSITY OF EMPLOYEES

Irrespective of personal moral philosophy, when faced with cultural diversity in the workplace, situational factors, personal bias, racial bias, and heuristics play

an influential role in the formation of attitudes towards the negotiation process. This understanding of how cultural diversity does, or does not influence situations in a negotiation process will assist managers to understand the dynamics of their stakeholder responses to a racial and gender ambiguous action. Managers must understand competitive behaviour if they want to effectively manage their stakeholder relations effectively. Understanding that perceptions of racial and gender bias have a lesser consequence on the negotiation process in a South African context is thus important and will influence all business stakeholders.

6.4. RESEARCH LIMITATIONS

Naturally this research contains limitations that must be addressed. The use of an experimental research design has many benefits, however, there will always be questions regarding the external validity of the findings and it is appropriate that the researcher address these and other valid concerns.

This study was motivated and draws on the research of a Malhotra and Bazerman (2008) research and in recognising the validity of their research, this research attempted to test their theory in the context of cultural diversity. While South Africa provides fertile ground for the study of cultural diversity in business, the study was restricted mainly to the Provinces of Mpumalanga and Gauteng and did not include other typical cultures as found in the provinces of KZN, OFS and the Western Cape. The sample sizes of the Coloured and Indian

demographic groups were small and were thus largely ignored in the statistical analysis, yet hint that further research is required. Additionally, social desirability bias (SDB) affects how respondents respond cognitively and emotionally to surveys, the use of response sets and the extent to which they are willing to reveal information about themselves or admit how they feel (Grunert, S.C., Grunert, K.G., & Kristensen, 1994).

6.5. FUTURE RESEARCH

While Bazerman and Moore's (2008) prescriptions related to de-biasing generally, there exists a need for research on how to customise this advice for influence immunisation. Most scholars in business schools naturally take the perspective of the selling organisation and not the consumer (Cialdini, 2009; Bazerman & Moore, 2013). From a negotiation perspective, however, both perspectives, that of the influencer and that of the target, are equally important to consider. Accordingly, defence tactics are not researched in this study and may provide opportunity for relevant future research (Malhotra & Bazerman, 2008). Because psychological influence is aimed at achieving one's own objectives through the manipulation of another's judgment, ethical issues surrounding its application in negotiation is not considered in this research and can also be considered for future research. As the sample sizes of the Coloured and Indian demographic groups were small and were largely ignored in the statistical analysis, larger sample sizes will provide for valuable research that may be found in also researching these minority racial groups in the South

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African context. The unintended finding suggests that when a descriptor was added to the job function, the negotiation process could be influenced. This unexpected finding hints towards an alternative approach to the study of racial influence on negotiation or decision-making processes.

7. CONCLUSION AND RECOMMENDATIONS

In this study, the examples of psychological bias based on the literature were not supported in two of the four tested hypotheses, and because psychological bias often comes from subconscious thinking, this study finds that in a South African context, racial and gender bias has no significant effect in influencing the negotiation process.

Drawing on the Malhotra and Bazerman (2008) research, this study found no statistically significant difference by introducing racial-difference and gender-difference biases to their examples. This study expanded on the two types of influence that either seeks to change what the target believes, or seeks to leverage the target's desire for a particular type of relationship with the influencer and has found no statistically significant difference in influencing a negotiation strategy caused by racial or gender biases in a South African context.

This study thus finds that racial and gender stereotyping as described in the theory is not alive and well in influencing negotiations in a South African context, and that in considering the effects of the influence phenomenon on the negotiation process, this study recommends that negotiators apply less attention to racial-difference and gender-difference biases and more attention to the measured judgment of psychological bias and heuristics to prevent missed opportunities and poor decision making. It is therefore incumbent on

responsible business leaders to be mindful of the fallibilities and the factors that may inadvertently influence their decision-making in the context of negotiation.

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8.1. APPENDICES:

8.2. APPENDIX A: QUESTIONNAIRE A

Negotiation Survey

Hi,

I am doing research on the factors that influence a negotiation process. To that end, you are asked to complete the on-line survey about this subject. Your answers will assist academics in better understanding more effective ways of influencing people such as, voluntary participation in activities at work, voluntary acceptance of change management programs, finding more effective ways to increase productivity in the work place and lastly, establishing more effective ways approaching a negotiation process to elicit voluntary acceptance. This should take no more than 15 - 20 minutes of your time.

Your participation is voluntary and you can withdraw at any time without penalty. Of course, all data will be kept confidential and you are at no point asked to identify yourself. By completing the survey, you indicate that you voluntarily participated in this research. If you have any concerns, please contact me or my supervisor. Our details are provided below.

Researcher name:
Mike Wood
Email: mike@pentagonsa.com
Phone: 082 8211 915

Research Supervisor name:
Gavin Price
Email: priceg@qibs.co.za
Phone: 011 771 4223

Kind regards, Mike Wood

*** 1. Please indicate whether you agree to the survey:**

I agree I disagree

Please indicate your demographic characteristics for research analysis:

*** 2. What is your gender?**

Male
 Female

*** 3. What is your age?**

20 to 29 years old
 30 to 39 years old
 40 to 49 years old
 50 to 59 years old
 60+ years old

Negotiation Survey

***4. What is the closest demographic group to your cultural upbringing (i.e. race group)?**

- White
- Black
- Coloured
- Indian
- Other

***5. What is your monthly salary scale?**

- 0 - R5000
- R5001 - R15 000
- R15 001 - R30 000
- R30 001 - R50 000
- R50 000 +

***6. Which option best describes your job category?**

- Labourer
- Artisan
- Administration clerk
- Supervisor
- Manager
- Snr. Manager
- Executive

***7. How many years have you been working at your current employer?**

- 0-2 years
- 2-5 years
- 5-10 years
- 10+ years

***8. Are you a member of a recognised union at your work place?**

- Yes
- No

Please read the following definitions carefully. They will help you when completing the survey.

- *Company* refers to the company you work for as a whole.

Negotiation Survey

- *Top management* refers to the senior management (executive directors and general managers).
- *Management* refers to all managers in general (line managers, senior managers and directors).
- *Department* refers to the business unit for which you work inside your company.

Corporate Socially Responsible (CSR) Programs

Many companies are socially responsible and employees are encouraged to participate in programs outside of the work place to contribute something back to society. If all employees would participate, our society would be a better place to live in for all.

Please ensure that you have read the paragraph above carefully to assist you in answering the questions that will follow.

Please record your first thoughts to the questions asked.

*9. Please answer all the questions:

	Strongly agree	Agree	Tend to agree	Tend to disagree	Disagree	Strongly disagree
All companies should participate in Corporate Socially Responsible (CSR) programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is the duty of my company to give something back to society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my opinion, my company is socially responsible in the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because my company profits from the natural resources of our country, it is our duty to give something back to society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company management is concerned about the well-being of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From what I hear, my pay is as good as or better than the pay in other organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*10. I believe the top management of my company has or encourages:

	Strongly agree	Agree	Tend to agree	Tend to disagree	Disagree	Strongly disagree
A well formulated business strategy for the present.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A clear vision for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation in Corporate Socially Responsible (CSR) programs is celebrated in my company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am very privileged to have the job that I have, as many people are unemployed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All employees should participate in one or other CSR program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Negotiation Survey

* 11. If your company implements and sponsors various Corporate Socially Responsible (CSR) programs, would you be prepared to participate?

	Yes	No
I am prepared to participate in a CSR program that will require my commitment for a 2 year period to the Mary Mahlangu Children's Home.	<input type="radio"/>	<input type="radio"/>
I am prepared to participate in a CSR program that will require my commitment for a 1 year period to the Jan Serfontein Kinderhuls (children's home) for the disabled.	<input type="radio"/>	<input type="radio"/>
I am prepared to participate in a CSR program that will require my commitment for 2 Saturdays per year to accompany children from the Mary Mahlangu Children's Home to the Zoo.	<input type="radio"/>	<input type="radio"/>
I am prepared to participate in a CSR program that will require my commitment to donate 2 gifts per year to the Jan Serfontein Kinderhuls (children's home) for the disabled.	<input type="radio"/>	<input type="radio"/>

* 12. If you had to choose one of the previous Corporate Socially Responsible (CSR) programs, which one would you choose?

- 2 Year commitment to the Mary Mahlangu Children's Home.
- 1 Year commitment to the Jan Serfontein Kinderhuls (children's home) for the disabled.
- Commit to accompany children of the Mary Mahlangu Children's Home to the Zoo on 2 Saturdays per year.
- Donate 2 gifts per year to children of the Jan Serfontein Kinderhuls (children's home) for the disabled.

* 13. My company provides a working environment that is accepting of:

	Strongly agree	Agree	Tend to agree	Tend to disagree	Disagree	Strongly disagree
Racial differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Differences in cultural background or lifestyles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People living with disability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Religion differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Would you recommend your company as a good place to work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please read the following hypothetical scenario and answer the questions that follow:

Your department at your workplace has been informed that the entire department is to be closed and that everyone will be retrenched. You are informed about the amount that the company is prepared to pay as a retrenchment package. You are enraged and very angry about this - you need this job or a much higher settlement! It is obvious to you that the decision is final and therefore assume that the department will be closed.

Your department gets together after the meeting and you collectively decide to engage your employer with the objective of re-negotiating a better and improved settlement offer - it is very likely that you are only going to get one opportunity to do this - so the person you send to negotiate must be effective and convincing in their argument.

You cannot be the person to negotiate as management perceives you negatively due to a disciplinary event that occurred recently.

As a group you must decide who will represent your team. You decide to vote by written ballot. Each person is handed a survey to complete (next page) and the results of the selection will determine who will be sent to the negotiation on behalf of your team.

Additionally, careful consideration must be given to who the management person will be with whom your team

Negotiation Survey

representative will be negotiating.

Please indicate your selection and choices in completing the questions that follow.

* 14. When selecting your team representative:

	Strongly agree	Agree	Tend to agree	Tend to disagree	Disagree	Strongly disagree
A woman is likely to be more effective and is stronger in this type of negotiation and will negotiate a better and larger settlement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have more confidence in a man to achieve a better deal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Men are likely to be better negotiators than woman.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A woman is likely to get more sympathy in this type of negotiation and will therefore get a better deal for everyone.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Race plays an important role in negotiation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Culture is very important in negotiation style.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a rule, black men do not negotiate well with a woman and therefore a woman is unlikely to succeed when negotiating with a black man.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A pretty and attractive woman is more likely to succeed when negotiating with a man.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*** 15. Furthermore, the team agrees that the negotiation process will be more effective if you negotiate with only one person from management. Assume that the management team consists of the following persons - you do not know them at all, but you must vote! With whom must your team negotiate? i.e. Which management person would be the easiest target to negotiate with?**

The management team consists of the following people:

- **Magda van Zyl: Human resources manager and ex-teacher.**
- **Henry Khoza: Manager in charge of union relations and ex-union president.**
- **Marius Olifant: Finance manager and a proud Xhosa.**
- **George McMillan: Training manager and ex-activist who lived in exile for 8 years.**
- **Portia Mochebelele: Company secretary and very ambitious, she recently obtained her MBA.**
- **Kay Naidoo: Procurement manager and been with the company for 16 years.**

	First choice	Second choice	Third choice	Fourth choice	Fifth choice	Sixth choice
Magda van Zyl	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Henry Khoza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marius Olifant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
George McMillan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Portia Mochebelele	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kay Naidoo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Negotiation Survey

*** 16. You elect a Chief Negotiator to represent your team - with whom should this person be sent to negotiate with from management? i.e. Which management person would be the easiest target to negotiate with?**

Remember that the management team consists of the following people:

- **Magda van Zyl: Human resources manager and ex-teacher.**
- **Henry Khoza: Manager in charge of union relations and ex-union president.**
- **Marius Olifant: Finance manager and a proud Xhosa.**
- **George McMillan: Training manager and ex-activist who lived in exile for 8 years.**
- **Portia Mochebelele: Company secretary and very ambitious, she recently obtained her MBA.**
- **Kay Naidoo: Procurement manager and been with the company for 16 years.**

	Magda van Zyl	Henry Khoza	Marius Olifant	George McMillan	Portia Mochebelele	Kay Naidoo
If you choose a man as your Chief Negotiator, who should he negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose a woman as your Chief Negotiator, who should she negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose a white woman as your Chief Negotiator, who should she negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose a black man as your Chief Negotiator, who should he negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose a white man as your Chief Negotiator, who should he negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose a black woman as your Chief Negotiator, who should she negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose an Indian woman as your Chief Negotiator, who should she negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose an Indian man as your Chief Negotiator, who should he negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Negotiation Survey

*** 17. Management have now agreed to meet with your entire team, but only one of the management members will be sent to attend the meeting to negotiate on behalf of management.**

Remember that the management team consists of the following people:

- **Magda van Zyl: Human resources manager and ex-teacher.**
- **Henry Khoza: Manager in charge of union relations and ex-union president.**
- **Marius Olifant: Finance manager and a proud Xhosa.**
- **George McMillan: Training manager and ex-activist who lived in exile for 8 years.**
- **Portia Mochebelele: Company secretary and very ambitious, she recently obtained her MBA.**
- **Kay Naidoo: Procurement manager and been with the company for 16 years.**

Vote for your manager choice (i.e. Which management person would be the easiest target to negotiate with?):

- Magda van Zyl
- Henry Khoza
- Marius Olifant
- George McMillan
- Portia Moche-belele
- Kay Naidoo

8.3. APPENDIX B: QUESTIONNAIRE B

Negotiation Survey

Hi,

I am doing research on the factors that influence a negotiation process. To that end, you are asked to complete the on-line survey about this subject. Your answers will assist academics in better understanding more effective ways of influencing people such as, voluntary participation in activities at work, voluntary acceptance of change management programs, finding more effective ways to increase productivity in the work place and lastly, establishing more effective ways approaching a negotiation process to elicit voluntary acceptance. This should take no more than 15 - 20 minutes of your time.

Your participation is voluntary and you can withdraw at any time without penalty. Of course, all data will be kept confidential and you are at no point asked to identify yourself. By completing the survey, you indicate that you voluntarily participated in this research. If you have any concerns, please contact me or my supervisor. Our details are provided below.

Researcher name:

Mike Wood

Email: mike@pentagonsa.com

Phone: 082 8211 915

Research Supervisor name:

Gavin Price

Email: priceg@qibs.co.za

Phone: 011 771 4223

Kind regards, Mike Wood

*** 1. Please indicate whether you agree to the survey:**

I agree

I disagree

Please indicate your demographic characteristics for research analysis:

*** 2. What is your gender?**

Male

Female

*** 3. What is your age?**

20 to 29 years old

30 to 39 years old

40 to 49 years old

50 to 59 years old

60+ years old

Negotiation Survey

***4. What is the closest demographic group to your cultural upbringing (i.e. race group)?**

- White
- Black
- Coloured
- Indian
- Other

***5. What is your monthly salary scale?**

- 0 - R5000
- R5001 - R15 000
- R15 001 - R30 000
- R30 001 - R50 000
- R50 000 +

***6. Which option best describes your job category?**

- Labourer
- Artisan
- Administration clerk
- Supervisor
- Manager
- Snr. Manager
- Executive

***7. How many years have you been working at your current employer?**

- 0-2 years
- 2-5 years
- 5-10 years
- 10+ years

***8. Are you a member of a recognised union at your work place?**

- Yes
- No

Please read the following definitions carefully. They will help you when completing the survey.

- *Company* refers to the company you work for as a whole.

Negotiation Survey

- *Top management* refers to the senior management (executive directors and general managers).
- *Management* refers to all managers in general (line managers, senior managers and directors).
- *Department* refers to the business unit for which you work inside your company.

Corporate Socially Responsible (CSR) Programs

Many companies are socially responsible and employees are encouraged to participate in programs outside of the work place to contribute something back to society. If all employees would participate, our society would be a better place to live in for all.

Please ensure that you have read the paragraph above carefully to assist you in answering the questions that will follow.

Please record your first thoughts to the questions asked.

*9. Please answer all the questions:

	Strongly agree	Agree	Tend to agree	Tend to disagree	Disagree	Strongly disagree
All companies should participate in Corporate Socially Responsible (CSR) programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is the duty of my company to give something back to society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my opinion, my company is socially responsible in the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because my company profits from the natural resources of our country, it is our duty to give something back to society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company management is concerned about the well-being of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From what I hear, my pay is as good as or better than the pay in other organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*10. I believe the top management of my company has or encourages:

	Strongly agree	Agree	Tend to agree	Tend to disagree	Disagree	Strongly disagree
A well formulated business strategy for the present.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A clear vision for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation in Corporate Socially Responsible (CSR) programs is celebrated in my company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am very privileged to have the job that I have, as many people are unemployed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All employees should participate in one or other CSR program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Negotiation Survey

* 11. If your company implements and sponsors various Corporate Socially Responsible (CSR) programs, would you be prepared to participate?

	Yes	No
I am prepared to participate in a CSR program that will require my commitment for a 2 year period to a children's home of my choice.	<input type="radio"/>	<input type="radio"/>
I am prepared to participate in a CSR program that will require my commitment for a 1 year period to a children's home of my choice.	<input type="radio"/>	<input type="radio"/>
I am prepared to participate in a CSR program that will require my commitment for 2 Saturdays per year to a children's home of my choice.	<input type="radio"/>	<input type="radio"/>
I am prepared to participate in a CSR program that will require my commitment to donate 2 gifts per year to a children's home of my choice.	<input type="radio"/>	<input type="radio"/>

* 12. If you had to choose one of the previous Corporate Socially Responsible (CSR) programs, which one would you choose?

- 2 Year commitment to a children's home of my choice.
- 1 Year commitment to a children's home of my choice.
- Commit to spending 2 Saturdays per year at a children's home of my choice.
- Donate 2 gifts per year to a children's home of my choice.

* 13. My company provides a working environment that is accepting of:

	Strongly agree	Agree	Tend to agree	Tend to disagree	Disagree	Strongly disagree
Racial differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Differences in cultural background or lifestyles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People living with disability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Religion differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Would you recommend your company as a good place to work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please read the following hypothetical scenario and answer the questions that follow:

Your department at your workplace has been informed that the entire department is to be closed and that everyone will be retrenched. You are informed about the amount that the company is prepared to pay as a retrenchment package. You are enraged and very angry about this - you need this job or a much higher settlement! It is obvious to you that the decision is final and therefore assume that the department will be closed.

Your department gets together after the meeting and you collectively decide to engage your employer with the objective of re-negotiating a better and improved settlement offer - it is very likely that you are only going to get one opportunity to do this - so the person you send to negotiate must be effective and convincing in their argument.

You cannot be the person to negotiate as management perceives you negatively due to a disciplinary event that occurred recently.

As a group you must decide who will represent your team. You decide to vote by written ballot. Each person is handed a survey to complete (next page) and the results of the selection will determine who will be sent to the negotiation on behalf of your team.

Additionally, careful consideration must be given to who the management person will be with whom your team

Negotiation Survey

representative will be negotiating.

Please indicate your selection and choices in completing the questions that follow.

* 14. When selecting your team representative:

	Strongly agree	Agree	Tend to agree	Tend to disagree	Disagree	Strongly disagree
A woman is likely to be more effective and is stronger in this type of negotiation and will negotiate a better and larger settlement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have more confidence in a man to achieve a better deal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Men are likely to be better negotiators than woman.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A woman is likely to get more sympathy in this type of negotiation and will therefore get a better deal for everyone.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Race plays an important role in negotiation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Culture is very important in negotiation style.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a rule, black men do not negotiate well with a woman and therefore a woman is unlikely to succeed when negotiating with a black man.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A pretty and attractive woman is more likely to succeed when negotiating with a man.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*** 15. Furthermore, the team agrees that the negotiation process will be more effective if you negotiate with only one person from management. Assume that the management team consists of the following persons - you do not know them at all, but you must vote! With whom must your team negotiate? i.e. Which management person would be the easiest target to negotiate with?**

The management team consists of the following people:

- **Magda van Zyl: Procurement manager and been with the company for 16 years.**
- **Henry Khoza: Production manager and very ambitious, he recently obtained his MBA.**
- **Marius Olifant: Training manager and ex-activist who lived in exile for 8 years.**
- **George McMillan: Finance manager and a proud Scotsman.**
- **Portia Mochebelele: Manager in charge of union relations and ex-chairlady of Woman in National Union of Mine Workers.**
- **Kay Naidoo: Human resources manager and ex-teacher.**

	First choice	Second choice	Third choice	Fourth choice	Fifth choice	Sixth choice
Magda van Zyl	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Henry Khoza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marius Olifant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
George McMillan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Portia Mochebelele	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kay Naidoo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Negotiation Survey

*** 16. You elect a Chief Negotiator to represent your team - with whom should this person be sent to negotiate with from management? i.e. Which management person would be the easiest target to negotiate with?**

Remember that the management team consists of the following people:

- **Magda van Zyl: Procurement manager and been with the company for 16 years.**
- **Henry Khoza: Production manager and very ambitious, he recently obtained his MBA.**
- **Marius Olifant: Training manager and ex-activist who lived in exile for 8 years.**
- **George McMillan: Finance manager and a proud Scotsman.**
- **Portia Mochebelele: Manager in charge of union relations and ex-chairlady of Woman in National Union of Mine Workers.**
- **Kay Naidoo: Human resources manager and ex-teacher.**

	Magda van Zyl	Henry Khoza	Marius Olifant	George McMillan	Portia Mochebelele	Kay Naidoo
If you choose a man as your Chief Negotiator, who should he negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose a woman as your Chief Negotiator, who should she negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose a white woman as your Chief Negotiator, who should she negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose a black man as your Chief Negotiator, who should he negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose a white man as your Chief Negotiator, who should he negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose a black woman as your Chief Negotiator, who should she negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose an Indian woman as your Chief Negotiator, who should she negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you choose an Indian man as your Chief Negotiator, who should he negotiate with from management:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Negotiation Survey

***17. Management have now agreed to meet with your entire team, but only one of the management members will be sent to attend the meeting to negotiate on behalf of management.**

Remember that the management team consists of the following people:

- **Magda van Zyl: Procurement manager and been with the company for 16 years.**
- **Henry Khoza: Production manager and very ambitious, he recently obtained his MBA.**
- **Marius Olifant: Training manager and ex-activist who lived in exile for 8 years.**
- **George McMillan: Finance manager and a proud Scotsman.**
- **Portia Mochebelele: Manager in charge of union relations and ex-chairlady of Woman in National Union of Mine Workers.**
- **Kay Naidoo: Human resources manager and ex-teacher.**

Vote for your manager choice (i.e. Which management person would be the easiest target to negotiate with?):

- Magda van Zyl
- Henry Khoza
- Marius Olifant
- George McMillan
- Portia Moche-belele
- Kay Naidoo

